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# REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND NORTH

QUARTERLY REPORT: JANUARY – MARCH 2013

Kunduz Municipal Official Completing GDMA Gender Guideline Questionnaire – January 2013



APRIL 30, 2013

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# REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND NORTH

**Quarterly Report:** January – March 2013

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|-------------------------------------|--|
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# OUTLINE

## PROJECT INDICATORS OVERVIEW

The following Performance Indicator Table presents a summary of the RAMP UP North indicators included in the Performance Monitoring Plan (PMP) and their status for second quarter of the Period 3 (October 2012 – September 2013), with the exception of the Program Objective (PO) Indicators which will be reported at this end of this year. Detailed information on each indicator is presented under Chapter 3.

### PERFORMANCE INDICATOR TABLE

| PROGRAM OBJECTIVES   | Baseline  | Period 2 Target | Period 2 Results |
|--|-----------|-----------------|------------------|
| PO1: % of civil society and business representatives who state that their municipality is providing acceptable or better quality of public services                    | 46%       | +10%            | 77%              |
| PO2: % of civil society and business representatives who rate the performance of the municipal government in communicating with them as acceptable or better           | 51.20%    | +10%            | 71%              |
| PO3: % of civil society and business representatives who rate the performance of the municipal government in including them in decision-making as acceptable or better | 35.6%     | +10%            | 66%              |
| INTERMEDIATE RESULTS   | P3 Target | Achieved P3 Q1  | Achieved P3 Q2   |
| <b>CLIN 1 / IR 1: Increased Capacity of GIROA Municipal Institutions</b>   |           |                 |                  |
| IR 1.1: # of budget meetings (hearings) organized with RAMP UP North assistance  | 9         | 5               | 4                |
| IR 1.2: # of local mechanisms supported with RAMP UP North assistance for citizens to engage their sub-national government   | 6         | 5               | 3                |
| IR 1.3: # of individuals who received RAMP UP North training, to strengthen local government and/or decentralization   | 100       | 270             | 245              |
| IR 1.4: # municipalities that improve their budget development execution rates over the previous fiscal year   | 8         | NA              | NA               |
| IR 1.5: # of municipalities that comply in a timely manner with existing GIROA requirements related to budget preparation  | 9         | NA              | NA               |
| <b>CLIN 2 / IR 2: Improved Delivery of Municipal Services to Citizens in Targeted Municipalities</b>   |           |                 |                  |
| IR 2.1: # of projects completed with community and GIROA involvement   | 15        | 0               | 8                |
| IR 2.2: % of projects implemented that continue to be sustainable after completion   | 70%       | 75%             | NA               |
| IR 2.3: % of citizens with regular access to municipality-provided services improved with RAMP UP North assistance   | 50%       | 33%             | 61.89%           |
| IR 2.4: # of citizens participating in local mechanisms to engage their sub-national government  | 3,600     | 2,097           | 782              |
| IR 2.5: # of meetings conducted between community councils and governmental entities   | 108       | 41              | 14               |
| <b>CLIN 3 / IR 3: Increased Municipal Capacity to Enable, Support and Sustain Economic Growth</b>  |           |                 |                  |
| IR 3.1: # of public-private partnerships initiated as through RAMP UP North  | 5         | 2               | 2                |
| IR 3.2: % increase in total revenue generated  | +20%      | 23%             | NA               |
| IR 3.3: % of registered businesses that obtain a license as a result of RAMP UP North support  | 70%       | 46%             | 8%               |
| <b>Reporting Indicators / FAF SG 2: Governing Justly and Democratically</b>  |           |                 |                  |
| RI 1: # of government officials receiving USG-supported anti-corruption training   | 45        | 78              | 66               |
| RI 2: # of sub-national government entities receiving RAMP UP North assistance to improve their performance  | 12        | 9               | 12               |
| RI 3: # of sub-national governments receiving RAMP UP North assistance to increase their annual own-source revenues  | 12        | 9               | 12               |
| RI 4: # of mechanisms for external oversight of public resource use support  | 3         | 3               | 2                |
| RI 5: # of USG-supported anti-corruption measures implemented  | 12        | 3               | 2                |

## CHAPTER II:

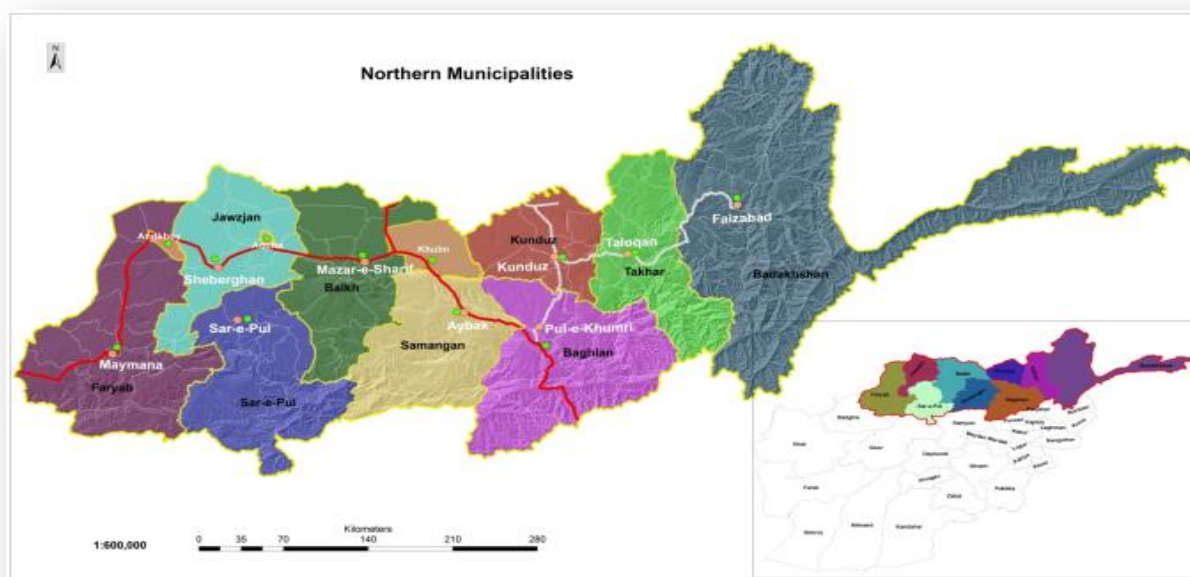
# SUMMARY OF PROJECT OBJECTIVES AND RESULTS

## PROJECT OBJECTIVES

Regional Afghan Municipalities Program for Urban Populations for Regional Command North (RAMP UP North) is working to create effective, responsive, democratic, transparent and accountable municipal governance in the nine provinces comprising the International Security Assistance Force's (ISAF's) Regional Command North.

The program is working to: 1) increase the capacity of GIROA municipal officials, 2) markedly improve the delivery of municipal services to citizens in target municipalities, and 3) increase municipal capacity to enable, support, and sustain economic growth. As a result of RAMP UP North activities and assistance, Afghans citizens will receive better and more efficient services, understand the responsibilities of municipal leaders and play an active role in the municipal decision-making process which will ultimately lead to their local governance structures as legitimate.

RAMP UP North has been operating since May 2011 in the provincial municipalities of: Aybak, Samangan; Faizabad, Badakhshan; Kunduz, Kunduz; Maymana, Faryab; Mazar-e-Sharif, Pul-e-Khumri, Baghlan; Sar-e-Pul, Sar-e-Pul; Sheberghan, Jawzjan; and Taloqan, Takhar. In January 2013, RAMP UP North expanded activities to include three district municipalities located along the ring road: Aqcha, Jawzjan; Andkhoy, Faryab; and Khulm, Balkh. Anticipating an early phase-out of program activities in Faizabad, Sar-e-Pul, and Taloqan, except for those necessary to support property and business registration and budget execution activities, RAMP UP North will concentrate its program activities during its last year in the ring road municipalities.



## OVERVIEW AT THE END OF THE QUARTER

During this quarter, RAMP UP North extended its assistance to Aqcha, Andkhoy, and Khulm District Municipalities located on the ring road. Activities focused primarily on economic development and revenue generation activities. During the first week of February, RAMP UP North Embedded Advisors (EAs) met with the Mayors to coordinate project selection in all three municipalities. These municipalities conducted Public Hearings and feasibility checks of the proposed projects and selected a Round One (R1) project.

In addition to the usual project-based and on-the-job training, RAMP UP North held four Regional Workshops for municipal officials and Service Delivery Advisory Group (SDAG) members, training 166 municipal officials and 78 citizens. One internal training was organized for Public Outreach Advisors embedded in the partner municipalities. These trainings and workshops have served as a forum for municipal officials to share their experience and lessons learned and establish an informal relationship between each other. Training and workshop pre and post-test testing results show an increased level of knowledge in the subject areas for all participants, and their continued interest in attending future training organized by the project.

During this reporting period, RAMP UP North EAs worked closely with municipal officials to complete annual budgets and to aid officials in planning and holding public budget hearings. Last year RAMP UP North not only prepped municipal staff for public budget hearings, but also supported facilitating group discussions and breakout sessions that provided feedback on the budget. By the end of this reporting quarter, the last 4 municipalities held public hearings with the participation of 550 citizens. In addition to budget hearings, citizens had a chance to engage on municipal decision making and to provide feedback through regular SDAG meetings and report card surveys.

Eight of nine Round Two (R2) projects were completed and two of three new district municipalities completed the proposal process for their Round One (R1) projects. Two public private partnerships (PPPs) were established in **Maymana** and **Aybak** in the form of public latrines. In the next months the program will monitor the services provided by these completed projects to determine their level of sustainability and intervene as necessary to ensure the continues and effective provision of these services to the communities.

RAMP UP North advisors in the five municipalities (**Aybak, Faizabad, Pul-e-Khumri, Sar-e-Pul, and Taloqan**) that first implemented the business registration and licensing process continued to work with municipal officials to increase the business licensing rates for business owners. In February, the Business Registration and Licensing program was expanded from five municipalities to include six of the remaining seven municipalities where RAMP UP North works.

RAMP UP North was advised of USAID's intention to extend the period of performance of the project from December 9, 2013, to March 31, 2014, and was requested to submit a revised proposal and budget realignment, which would take into account support for the three district municipalities, support to municipalities for preparation of the 1393 budget and the establishment of Citizen Service Centers. The revised proposal and budget were duly submitted on March 13, 2013.



RAMP UP North held Economic Development and Revenue Generation Action Plan Regional Workshop. - March 25- 28, 2013



RAMP UP North Advisors facilitates Mazar-e-Sharif Municipality Public Budget Hearing Ceremony. - January 12, 2013



Taloqan Municipality PAAG Meeting for accelerating Business Distribution Process. - March 10, 2013.



## CLIN I: CAPACITY BUILDING OF GIROA MUNICIPAL OFFICIALS

RAMP UP team continued to provide functional training related to the Sustainable Service Delivery Improvement Projects (SSDIPs), regional-level workshops and technical assistance aiming at enhancing the capacity of municipal officials, managers and technicians to perform their core municipal management responsibilities.

### FUNCTIONAL TRAINING

RAMP UP North advisors provided functional training to municipal officials in areas related to project management and key municipal functions, including: business registration and licensing, procurement and public-private partnerships (PPPs):

- **Business Registration and Licensing:** RAMP UP North EAs provided training to municipal officials on implementing the new computerized Integrated Financial Management System (IFMS) database and on how to print tax bills and business licenses.
- **Procurement:** RAMP UP North held procurement training in eight municipalities this quarter through bid opening and evaluations for one Round 3 (R3) project and seven Round 4 (R4) projects. During the training, the RAMP UP North team explained Afghan and USAID Procurement rules and regulations to municipal officials and SDAG members participating in the meeting.
- **Public-Private Partnerships:** RAMP UP North EAs provided training to municipal officials in Sar-e-Pul and Pul-e-Khumri on procurement rules and regulations required to contract a municipal property as a PPP. PPPs were established in Maymana on January 24, 2013, and in Aybak on February 24, 2013 to manage public latrines.

RAMP UP North also aims to provide ongoing job training to RAMP UP North staff. On March 13, 2013, RAMP UP North held a Job-Readiness Training for seven interns at the Regional Office in **Mazar-e-Sharif**. Conducted by the DAI Country Recruitment Manager, the training instructed interns, who had recently completed a four-month internship, on how to draft a curriculum vitae and on basic cover letter writing, internet job hunting and honing interview skills.

### WORKSHOPS / TRAININGS

Public Outreach Advisors from eight municipalities (all but Aybak, where the position of the Public Outreach Advisor was under recruitment) attended a **three-day internal service training** conducted February 04-06, 2013, in the RAMP UP North Regional Office in Mazar-e-Sharif.

The training provided capacity building on technical areas such as: survey methodology; survey data entry; conducting project citizen monitoring visits; and designing and implementing project communication plans. Also introduced were the implementation of Gender Mainstreaming Action Plans (GMAPs), the upcoming establishment of Municipal Advisory Boards and the upcoming workshop on Municipal Strategic Communications Plans.

RAMP UP North Regional Office staff held a **Project Management Workshop** on February 18-21, 2013, for municipal officials and SDAG members from nine municipalities: Kunduz; Pul-e-Khumri; Aybak; Mazar-e-Sharif; Sheberghan; Maymana; Khulm; Aqcha; and Andkhoy. The workshop was held to enhance the capacity of municipal officials to develop



Maymana Project R3 Grain Market Improvement Bid Opening. - January 20, 2013



RAMP UP North conducts a Job-Readiness Training for seven interns at the Regional Office in Mazar-e-Sharif. - March 13, 2013



RAMP UP North Public Outreach Advisors attended a three-day internal service training conducted February 4-6, 2013.

documentation and to manage Round Five (R5) sub-projects. Participants received training on the key concepts of project management as well as development of project documents.

The RAMP UP North Technical Program Team conducted a **Business Registration and Licensing Training of Trainers (ToT)** in February for EAs at the Regional Office in Mazar-e-Sharif. The ToT was followed by a two-day regional workshop for municipal officials to familiarize them with the business registration and licensing module of the Integrated Financial Management System (IFMS). In addition to the IFMS, the workshop also covered business registration methodology, monitoring, reporting and enforcement as well as survey and data entry.

Additionally, RAMP UP North conducted a **Municipal Strategic Communication Workshop** on March 11-13, 2013. The workshop was held to enhance the capacity of Public Outreach Advisors, SDAG members and municipal communication managers on municipal public outreach and citizen engagement activities.

Participants received training in key communication concepts and in the principles and legislative framework for strategic communications. They learned how to develop a communications strategy and how to implement a communications plan. Participants drafted a sample strategic communications plan during small group exercises and with technical assistance and guidance of RAMP UP North staff.

Finally, RAMP UP North organized a three-day workshop on Revenue Generation Action Plan (RGAP) that helped officials from the Revenue Departments of all 12 municipalities design individual RGAPs that they will implement during the year.

## TECHNICAL ASSISTANCE

RAMP UP North continued to build the capacity of municipal staff on **Municipal Budget Development** in the nine northern provincial municipalities so that they are able to execute the annual budget preparation process, timing events to meet the deadline for submitting the proposed budget to the Independent Directorate of Local Governance (IDLG) / General Directorate of Municipal Affairs (GDMA).

This quarter, RAMP UP North began supporting the three district municipalities of Andkhoy, Aqcha, and Khulm. As a result of program's efforts, municipal staff are learning to use the budget preparation process as a planning and management tool for the municipality to decide which services to provide and to ensure that the municipality has the revenue and capacity to provide those services.

The late arrival of the circular letter and Tashkeel, due to discussions at the national level, impacted the efforts to submit the budgets on time. These discussions led to municipalities being able to preserve the municipal entrance gate fee as a vital source of revenue. By the end of the quarter, all municipalities had drafted their budgets, held public budget hearings, integrated public feedback into the budgets, and submitted budgets to the governor's office for approval with the exception of Maymana. The table shows the public hearings that were organized during this quarter in the last four municipalities.

RAMP UP North Engineering Advisors continued to assist the Municipal Construction Department staff with **Engineering Support and Capacity Building** including the preparation of plans, designs, and bills of quantities



RAMP UP North Advisor and Khulm municipal officials work on the Khulm Municipal Communication Plan. -March 26, 2013



RAMP UP North EA assists the Aqcha Municipality with technical issues on the preparation of the Annual Budget. -February 04, 2013



RAMP UP North Advisor meets with the Head of the Aybak Municipality Construction Department. - March 12, 2013



(BoQs) for priority development projects from the Proposed Project List (PPL) in the municipalities' annual development budgets for 2013 (1392).

## CLIN II – SERVICE DELIVERY

The RAMP UP North team supports municipalities in delivering visible, tangible, and desirable services to citizens in the form of Service Delivery Improvement Projects (SDIPs). These projects simultaneously fill two purposes: (1) they provide citizens with marked improvements in daily life, helping them gain satisfaction with and confidence in their municipal government; and (2) in executing projects hand-in-hand with municipal officials RAMP UP North builds capacity with a clear learning-by-doing approach, solidifying the GIRA's capacity to sustainably deliver services to citizens in the long-term. These projects are selected by the community, approved by the municipality, monitored by both and sustained by expanded municipal revenues.

### SUSTAINABLE SERVICE DELIVERY PROGRAMS (SSDIPS)

RAMP UP North's activities promote sustainable service delivery by providing seed money to support small-scale, Sustainable Service Delivery Improvement Projects (SSDIPs). These projects provide a platform for the delivery of iterative, project-based functional training related to key municipal functions and responsibilities, such as project management, procurement, budget preparation and revenue generation.

#### Round One (R1) Projects Highlights

Though R1 projects are completed and handed over to the respective municipalities, RAMP UP North continues to regularly monitor the projects with participation from both the community and the municipality. This monitoring process not only helps reinforce the partnership between the community and the municipality, but also helps in maintaining strong community ownership over the municipal service and in providing feedback to the municipality that can help them continue to provide high-quality service to citizens.

In January 2013, RAMP UP North expanded program activities into the district municipalities of **Andkhoy**, **Aqcha** and **Khulm**. With support from RAMP UP North, each district municipality has submitted R1 project concepts for review and approval.

#### Round Two (R2) Project Highlights

By the end of February, eight of nine R2 projects were completed. Pul-e-Khumri's R2 *Park Improvement* project, was delayed due to the municipality not providing its contribution of trash removal, and ground leveling and compaction. In late February, the Municipality reinitiated their contribution to the project and by the end of the quarter the project was 58 percent complete.

#### Round Three (R3) Project Highlights

Vetting approval delays continued to be problematic and resulted in project implementation delays. On March 5, 2013, R3 projects were started in Maymana, Faizabad, Taloqan, and Sheberghan. One bid opening and evaluation was held in Sar-e-Pul February 26-27, 2013 for the *Trash Collection* project.

#### Round Four (R4) Project Highlights

RAMP UP North held procurement training in seven municipalities this quarter through bid opening and evaluations for Round 4 projects. Training was held in: Aybak, February 25-26; Pul-e-Khumri, March 10-11; Taloqan, March 12-



RAMP UP North Advisor assists Aybak Revenue Officers and Business Kalantars. - March 13, 2013



Kunduz Municipality R1 Trash Collection Project during a monitoring visit. - January 16, 2013



RAMP UP North Embedded Advisor monitors the Kunduz Park Improvement Project. - January 20, 2013

13; Faizabad, March 18-19; Sheberghan on March 24-25; Sar-e-Pul on March 27-28 and Maymana on March 31.

### Round Five (R5) Project Highlights

During the Regional Project Management Workshop held on February 18-21, municipal officials and SDAG members worked together to develop their respective R5 project documentation. Documents included the projects concepts, SDIP, and Operations and Management (O&M), Communications and Monitoring Plans for proposed projects. RAMP UP North EAs are providing technical assistance and oversight as necessary.

## ENVIRONMENTAL COMPLIANCE

Projects implemented by RAMP UP North include four activity types, namely Municipal Solid Waste (MSW) Management, Sanitation and Latrines, Small-Scale Road Activities, and Small-Scale Infrastructure. Due to the relatively small-scale scope of these projects, as well as the low-input construction methods and emphasis on utilizing manual labor, relatively minor potential for significant adverse environmental impacts is incurred.

For projects that address municipal park upgrades, environmental mitigation has focused on personal protective measures for laborers, pedestrian and vehicular traffic safety considerations, timely disposition of spoils and wastes, and work site dust controls.

Late in the quarter, RAMP UP North Engineers developed Environment Screening Checklists (ESCs) and Environment and Monitoring Mitigation Plans (EMMPs) for the R4 projects for all nine provincial municipalities. The RAMP UP North Engineering Director also attended USAID Environmental Compliance refresher training in Kabul on March 05, 2013.

RAMP UP North advisors continuously monitored environmental compliance and safety issues. For example, advisors conducted an inspection of the Faizabad R3 *Park Improvement & Parking Lot Construction* project on March 27, 2013, and noted that the general use of personal protective equipment needed improvement. The RAMP UP North advisors instructed the contractor to follow safety regulations, and also worked with the municipality to remove excavated materials from the project site.

## CLIN III – REVENUE GENERATION

Activities implemented under this CLIN support the growth of local economic development and strengthening of revenue generation, and thereby the municipality's ability to finance its service offerings and operating costs. As RAMP UP North activities under CLIN 1 and 2 strengthen municipal capacity and service delivery, activities under CLIN 3 use the capacity and service improvements to facilitate business growth and job creation.

### REVENUE GENERATION ACTION PLANS

As a result of the Revenue Generation Action Plan (RGAP) regional workshop that was held from March 25-28, RAMP UP North advisors and municipal officials began work on finalizing the first drafts of the RGAPs and providing initial English translations of the plans. In Kunduz, RAMP UP North advisors worked with the Revenue and Account Managers to finalize the first draft of the RGAP on March 31, and sent it to the technical team for review.



SDAG Members and municipal officials participate in the Regional Project Management Workshop conducted in Mazar-e-Sharif. – February 21, 2013



Faizabad R3 Park Improvement and Parking Lot during a site inspection. - March 27, 2013



Workshop participants discuss Revenue Generation Action Plans. - March 19, 2013



## BUSINESS REGISTRATION AND LICENSING

RAMP UP North continued support to the Business Registration and Licensing process that began last year in Aybak, Faizabad, Pul-e-Khumri, Sar-e-Pul and Taloqan, by working with municipal officials to increase the business licensing rates for business owners. RAMP UP North has been working with municipalities on enforcement plans to encourage business owners to pay their business registration fees and then receive their license.

On March 05, RAMP UP North worked with the Aybak Mayor and the Licensing Manager to launch an awareness campaign on business licensing, and a municipal team was assigned to go door-to-door to distribute tax bills. The municipality also drafted a letter that was issued the next day to the national television station to increase business owners' awareness of their responsibility to pay the registration fee. In Taloqan, advisors met with municipal officials on March 12 and March 26 and as a result of these meetings, the Taloqan Municipality has coordinated with the Governor's Office and the police department on the enforcement plan for ensuring the payment of taxes.

RAMP UP North also met with UNDP and Mazar-e-Sharif Municipal Officials to discuss the possibility of implementing the new IFMS, however UNDP expressed their preference to continue implementing their current system. A final decision from the Mazar-e-Sharif Municipality, on which system to use, is expected by the end of April.

In February, RAMP UP North expanded its Business Registration and Licensing support to the municipalities of Andkhoy, Aqcha, Khulm, Kunduz, Maymana, and Sheberghan. In the six municipalities that have started the process, RAMP UP North advisors held meetings with municipal officials to sign Memorandums of Understanding (MoUs) that set forth the respective commitments and obligations of the municipality and RAMP UP North, including the implementation of the IFMS software. MoUs were signed by the all the Mayors during the month of March. Following the signing of the MoUs, business registration survey teams were recruited to conduct the initial business survey. Vacancies for the survey team positions and data entry staff were announced in all municipalities, with the recruitment process ongoing throughout March.

RAMP UP North advisors also worked with the municipalities and the RAMP UP North Geographic Information System (GIS) team to develop routing plans for the survey teams this month. Advisors also collected baseline data on the number of licenses issued in 1390, to establish a 12-month baseline measurement before the new business registration system will be implemented. Advisors in Sheberghan, Maymana, Aqcha, and Andkhoy collected and submitted the baseline data for the business registration process during this reporting quarter.

## ECONOMIC DEVELOPMENT

Editing of the English versions of the local economic profiles for all nine of the provincial municipalities was completed in February. By the end of the quarter, these edited English profiles had been sent to a translation service for translation to Dari prior to presenting the final economic profiles to the respective mayors for their formal approval and for the inclusion of a "welcoming letter" from the mayors.

These economic profiles will serve as the foundation for, and will inform, the development of full-scale Local Economic Development Strategic Plans for the six ring road municipalities: Aybak, Maymana, Mazar-e-Sharif, Pul-e-Khumri,



RAMP UP North facilities meeting between Aybak Revenue Officers and Business Kalantars.  
- March 13, 2013



Aybak Public Latrine project Ribbon Cutting Ceremony held by the SDAG and Aybak Municipality.  
- March 03, 2013



RAMP UP North Team continue assisting municipal staff on preparation of budget for 2013.  
- February 12, 2013

Kunduz, and Sheberghan. The process of developing these plans will begin next quarter with the arrival in April of an international short-term technical advisor with specific expertise in local economic development and the preparation of such plans.

Two additional public-private partnerships (PPPs) were implemented during the quarter, bringing to four the number of PPPs implemented through the second quarter of FY 2013. These two additional PPPs were the Maymana and Aybak Public Latrine Lease Management Agreements, executed on January 24, 2013, and February 24, 2013, respectively. As many as five additional PPPs are anticipated to be implemented during the next quarter.

## CUSTOMER SERVICE CENTERS

RAMP UP North continued preparations for establishing Citizen Service Centers (CSCs), with advisors conducting feasibility assessments for establishing the centers in Aqcha, Andkhoy, Khulm and Sheberghan. In total, 11 feasibility assessments have now been conducted (Mazar-e-Sharif was not included since it is receiving support from ASGP/UNDP to establish a similar center), and nine municipalities have met the minimum criteria for establishing a center. Feasibility criteria that were assessed include the availability of a reasonable space for the center and the commitment of the Mayor to dedicate resources to make these centers sustainable.

Based upon these assessments, Aybak, Aqcha, Sheberghan, and Sar-e-Pul have been selected for the establishment of CSCs during FY 2013. Depending upon the availability of funding, RAMP UP North will consider supporting the establishment of CSCs in the remaining five municipalities during any contract extension provided by USAID.

## GEOGRAPHIC INFORMATION SYSTEM

RAMP UP North is using GIS to survey urban municipal boundaries and to provide basic identification of land use. Municipalities use this data to help manage Master Plans and to enhance revenue generation as they manage businesses and property registrations.

The two main objectives of the RAMP UP North GIS team are to digitize parcel boundaries for nine provincial municipalities and three district municipalities, and to make large scale base maps (1,000 to 10,000 scale) for the municipalities in order to meet current and future mapping needs. Digitization completion will support the implementation of business registration and property registration programs, with the data collected during the field surveys being fed into a database that will be linked to parcel(s) in ArcGIS.

After establishing a GIS system for each municipality, systems will be handed over to each of these municipalities. In preparation for the handover, two to three municipal staff will receive training on how to run, maintain and update the system in order to ensure its sustainability. The GIS Team conducted meetings with the municipal officials and district leaders to identify district and sub-district boundaries. The table below summarizes the work done by the GIS team:

**TABLE 2: GIS WORK PROGRESS**

| Municipality | Digitizing Individual Land Parcels | Identification of District Boundaries | Quality Control Complete |
|--------------|------------------------------------|---------------------------------------|--------------------------|
| Andkhoy      | 7%                                 | 90%                                   | -                        |
| Aqcha        | 30%                                | 80%                                   | -                        |



The RAMP UP North Embedded Advisor assists the Maymana Municipal official with budget preparation. - January 07, 2013



A RAMP UP North EA assists Taloqan's Darqad District Municipality with budget preparation. - February 18, 2013



GIS team supports Sheberghan municipality in identifying district boundaries. - March 04, 2013



|                |      |      |      |
|----------------|------|------|------|
| Aybak          | 100% | 100% | 100% |
| Faizabad       | 100% | 100% | 100% |
| Khulm          | 20%  | 85%  | -    |
| Kunduz         | 80%  | 95%  | -    |
| Maymana        | 100% | 100% | -    |
| Mazar-e-Sharif | -    | 100% | -    |
| Pul-e-Khumri   | 98%  | 80%  | -    |
| Sar-e-Pul      | 100% | 100% | 100% |
| Sheberghan     | 100% | 80%  | -    |
| Taloqan        | 98%  | 100% | -    |

## CROSS-CUTTING ACTIVITIES

RAMP UP North provides support in a number of cross-cutting activities including citizen engagement, gender and anti-corruption.

### CITIZEN ENGAGEMENT

RAMP UP North advisors and Sar-e-Pul municipal officials began drafting the Post-Flood Assistance Projects educational campaign. This initiative will help to raise awareness of citizens in Sar-e-Pul on the impact of the Post-Flood Assistance Projects and their impact on the city and its development plan. Flyers will be distributed amongst local citizens and schools next quarter.

Of note, in Kunduz, the Public Outreach Advisor and other EAs conducted a second pre-project survey in February for a proposed market stalls construction project. The results of this survey confirmed that both citizens and local shopkeepers had significant concerns regarding this project. The survey results were subsequently shared with the mayor, who then decided to abandon the project and select a new R4 project. The mayor's decision to abandon this project, one that had previously had his adamant support, is a clear indication of the increasing importance of citizen involvement in influencing municipal decision-making.

### EXPANDING THE ROLE OF WOMEN

RAMP UP North supports the government's efforts to address existing gender inequities in public engagement and access to municipal decision making. RAMP UP North encourages women's participation in municipal affairs through training and technical assistance, supporting women's engagement in the Service Delivery Advisory Groups and also through the development and implementation of the municipality's Gender Mainstreaming Action Plan (GMAP) Municipal Gender Mainstreaming Plans.

Following GDMA's request for information on the number and working conditions of female municipal employees, RAMP UP North's Community Engagement Team coordinated with the Female Public Outreach Advisors in all nine municipalities to organize meetings with key municipal staff to brief them about the GDMA Gender Mainstreaming Guideline, which has been adapted from the National Action Plan for the Women of Afghanistan (NAPWA).

In coordination with the respective mayors, participants also reviewed the Gender Mainstreaming Action Plan that was developed by the municipalities with RAMP UP North support during September and October 2012, to identify and address gender inequities and imbalances within the organization. Participants also discussed GDMA's requirement to increase the number of female staff by at least 25 percent during this year.



RAMP UP North Embedded Advisors, SDAG members and Project Beneficiary Group complete a punch-list for the Aybak Grain Market Public Latrine project. - January 21, 2013



RAMP UP North Embedded Advisors facilitate a PAAG Meeting on gender equality and the hiring of female staff in Taloqan Municipality. - January 21, 2013



Pul-e-Khumri Public Outreach Advisor reviews the Gender Mainstreaming Action Plan. - March 24, 2013.

RAMP UP North Public Outreach Advisors conducted interviews with female municipal employees to gather information about current working conditions for women in each municipality. Interviews aimed to identify the challenges faced by these employees and possible solutions. The results of these interviews show that women do indeed face a number of challenges while working in the municipalities. Women's employment levels are low, with some municipalities not employing any women at all, while others have employment rates for women from two to six percent of total employees. Furthermore, most of the women employed are not in management or key positions, and many women reported having limited access to decision-making processes. These results highlight the difference between the current situation and the legal rights of women under the Constitution of Afghanistan, the Labor Law and GDMA's Guideline on the equal right of women to work.

Of note, in January 2013, Faizabad Municipality implemented one recommended action item from its Gender Mainstreaming Action Plan by adding a female staff member to its budget committee. Additionally, in February 2013, the Sheberghan Municipal Gender Group held and facilitated a meeting to review the status of the municipality's Gender Mainstreaming Action Plan. With support from RAMP UP North's EAs, two female municipal staff members facilitated a related functional training workshop with other female staff.

## MUNICIPAL STRATEGIC COMMUNICATIONS PLANS

Following the regional workshop on Municipal Strategic Communication, March 11-13, 2013, RAMP UP North advisors conducted meetings with municipal officials to provide an overview of the key points of the training, as well as to discuss the process for developing a Strategic Communications Plan for the municipality. Meetings were held in Aybak, Sheberghan, Andkhoy and Aqcha (March 18, 2013); Taloqan and Mazar-e-Sharif (March 19, 2013); Maymana, Kunduz, and Khulm (March 26, 2013); Sar-e-Pul and Pul-e-Khumri (March 27, 2013).

Work on the Municipal Strategic Communications Plan for Aybak is already underway. On March 25, 2013, RAMP UP North advisors met with municipal officials including the Head of Construction Department and Head of Office to discuss the Strategic Communications Plan.

## SAR-E-PUL POST-FLOOD ASSISTANCE

In May 2012, torrential rain triggered flash flooding in Sar-e-Pul, a municipality of approximately 70,000 residents. These flash floods killed 22 people, left thousands homeless and sheltered in mosques and schools, and destroyed or damaged municipal infrastructure, including the municipality's main flood protection retaining wall. As a result of the wall being breached, flood water destroyed numerous homes, collapsed one pedestrian bridge, damaged approximately six kilometers of roadway and related culverts and drainage ditches, and substantially damaged the approaches to a vehicular bridge. With the support of USAID, RAMP UP North met with the Sar-e-Pul Mayor to conduct a rapid assessment of the flood damage and determined that the program had the appropriate technical capacity to respond. USAID provided \$1,119,500 for post-flood projects including canal cleaning and rehabilitation, footbridge, canal retaining wall, and bridge.

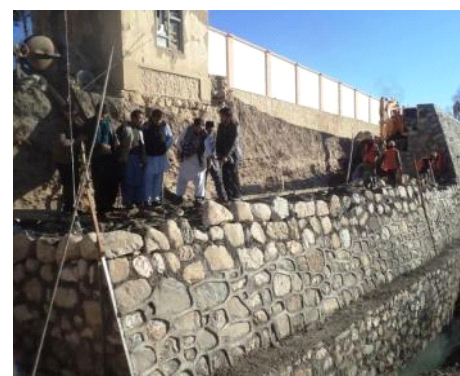
Work on the *Vehicle Bridge Construction* project continued on schedule. The Sar-e-Pul Mayor and RAMP UP advisors monitored the project and determined that the project was being implemented as per design and specifications.



RAMP UP North Advisor and Aybak Municipality officials work on the Strategic Communications Plan. - March 25, 2013



Sar-e-Pul municipal officials and community members observe the Canal Cleaning project's final inspection. -March 27, 2013



RAMP UP North Construction Manager visits the Sar-e-Pul Footbridge project. - February 17, 2013

Work on the **Footbridge Construction** project was slowed at the end of the quarter due to financial issues with the contractor and the fact that employees had not been paid. The engineering team monitored the project on a daily basis continued. The mayor and RAMP UP North EAs met with the contractor and successfully resolved the issues. The table below presents the current status of the projects implemented in Sar-e-Pul.

**TABLE 3:**

| Round | Project Title                             | Start Date | Planned End Date | % Complete | Comments  |
|-------|---|------------|------------------|------------|---|
| PFA 1 | Canal Cleaning and Repair (19.6) Km       | 11-Sep-12  | 31-Dec-12        | 100%       | Project Scope: 19.6 Km Canal<br>Joint site inspection with subcontractor conducted on March 27. 10% retention to be processed after inspection.   |
| PFA 2 | Emam Road & Culvert Repairs               | 28-Nov-12  | 27-Mar-12        | 100%       | Project Scope: 1.28 Km Road & 2 Culverts<br>Warranty period ends April 04.  |
| PFA 3 | Lelami Road & Culvert Repairs             | 1-Dec-12   | 1-Apr-12         | 100%       | Project Scope: 1.32 Km Road & 6 Culverts<br>Warranty period ends May 07.  |
| PFA 4 | Canal Retaining Wall Construction         | 8-Oct-12   | 31-Mar-13        | 100%       | Project Scope: 44.5m Retaining Wall<br>Invoice #4 paid. Warranty period ends April 28.  |
| PFA 5 | Construction Inspection & Testing (QA/QC) | 10-Dec-12  | 30-May-13        | 15%        | Meeting with contractor to be rescheduled.  |
| PFA 6 | Footbridge Construction                   | 8-Oct-12   | 15-Apr-13        | 82%        | Project Scope: 20m Bridge<br>Invoice # 3 is paid. Due to slow work a meeting held with subcontractor at RAMP UP North Regional Office March 27. Subcontractor agreed to accelerate the progress by next week. |
| PFA 7 | Vehicle Bridge Reconstruction             | 21-Jan-13  | 15-Jun-13        | 31%        | Project Scope: 16m Bridge<br>Contractor is working on stone masonry of abutment and wing walls.   |

## CHALLENGES AND LESSONS LEARNED

RAMP UP North experienced several minor challenges through the quarter. The challenges, as well as any response or necessary course corrections, are noted below.

### 1392 BUDGET PROCESS

Lack of capacity on the part of GDMA continues to adversely impact the budget approval process for the municipalities' 1392 budgets. By February 10, seven municipalities had submitted their proposed budgets to GDMA, with 2 more doing so by March 25. However, by the end of the quarter, only four of these proposed budgets had been approved by GDMA and forwarded to the MoF for its review and approval. Such lack of capacity also affects municipal budget execution rates, as municipalities are prohibited from expending development budget funds prior to budget approval. In order to minimize the impact of such delays upon municipal budget execution rates, RAMP UP North EAs are working side-by-side with municipal staff to prepare plans, designs, BoQs, and other procurement-related documents for priority development projects so the procurement process for these projects can be initiated as soon as budget approval is obtained.

### SUB-CONTRACTOR VETTING APPROVAL DELAYS

Vetting approval delays continued to be problematic and resulted in project implementation delays. During the quarter, sub-contractor documentation for

nine projects was submitted for vetting approval. Although eight vetting approvals were subsequently received, the average time required for those approvals was 39 days. The remaining outstanding vetting approval has been pending with USAID since January 10. RAMP UP North is working closely with the COR to resolve delays.

#### **LACK OF CONTINUITY IN CONTRACTING OFFICER'S REPRESENTATIVE (CORS)**

Since the beginning of the project, RAMP UP North has experienced six different CORs or acting-CORs. The lack of continuity adversely impacts communication between RAMP UP North and USAID and, at critical times, has deprived RAMP UP North of an important program advocate in USAID decision-making processes.

#### **SECURITY – INSURGENTS' SPRING OFFENSIVE**

With the approach of Spring and the annual “fighting season,” the number of security incidents instigated by insurgents and/or criminal elements has significantly increased in the northern region, as it has elsewhere in the country. This increase in insurgency, coupled with the impending closure of remaining PRTs, has the potential to at times limit ground movements in some parts of the region and, as a result, negatively impact program activities.

Such potential negative impact is somewhat mitigated by RAMP UP North's increasing program focus on the ring road municipalities in the north, with a corresponding reduction of program activities in the remaining municipalities. RAMP UP North also intends to make greater use of available air service to reach locations such as Kunduz, allowing staff to avoid those road sections that have the highest levels of kinetic activity.



## CHAPTER II:

# PROGRESS TO DATE BASED ON RESULTS INDICATORS

## PERFORMANCE MONITORING INDICATORS

The updated Performance Monitoring Plan (PMP) approved on January 17, 2013 includes a number of outcome and output indicators that measure overall program performance. RAMP UP North's activities and impact are tracked through three Impact Indicators (Project Objectives); three Intermediate Results corresponding to the three program CLINs, broken down into 13 indicators; and five cross-cutting reporting indicators that support US Foreign Assistance Framework (FAF) program elements under Strategic Goal Number 2 – Governing Justly and Democratically. Results for each indicator are reported on either a quarterly or an annual basis. For reporting purposes, the PMP has organized its targets to correspond to the timelines included in our work plans: **Period 1**: February 7-September 30, 2011; **Period 2** (October 1, 2011 – September 30, 2012) and **Period 3** (October 1, 2012 – December 9, 2013).

## PROGRESS AGAINST PROGRAM OBJECTIVE

RAMP UP North places a strong emphasis on building the capacity of municipal officials to engage with the community and provide effective and efficient services. This increased level of communication and higher quality of services is expected to result in an increased level of trust and confidence from the community who would look at their local government as their legitimate representatives.

Each year RAMP UP North conducts a small survey with approximately 40-50 key stakeholders (approximately 20-25 civil society/community members and 20-25 business community members) in each partner municipality to measure their level of satisfaction, communication and engagement with the municipal officials and the mayor. The results of the most recent survey conducted in November 2012 were presented in the last quarter and showed an increase in the level of satisfaction as indicated below. The next survey for Period 3 is expected to take place in November 2013.

### PERFORMANCE INDICATOR TABLE

| Program Objective  | Baseline | Period 2 Target | Period 2 Achieved | Period 3 Target |
|--|----------|-----------------|-------------------|-----------------|
| PO1: % of civil society and business representatives who state that their municipality is providing acceptable or better quality of public services                    | 46%      | +10%            | 77%               | +10%<br>(55.7%) |
| PO2: % of civil society and business representatives who rate the performance of the municipal government in communicating with them as acceptable or better           | 51.20%   | +10%            | 71%               | +10%<br>(62.0%) |
| PO3: % of civil society and business representatives who rate the performance of the municipal government in including them in decision-making as acceptable or better | 35.6%    | +10%            | 66%               | +10%<br>(43.1%) |

## INTERMEDIATE RESULT (IR) 1: Increased Capacity of GIRoA Municipal Institutions

This Intermediate Result (IR) connected to CLIN 1 activities, tracks performance of RAMP UP North's activities that directly contribute to enhancing the capacity of municipal officials, managers and technicians to perform their core municipal management responsibilities. Based on an empirical understanding of the skills, capabilities, and knowledge of municipal staff, RAMP UP North provides a combination of on-the-job mentorship, training, and advising to enable more visible, responsive, and accountable governance at the municipal level.

### IR 1.1: # OF PUBLIC BUDGET MEETINGS (HEARINGS) ORGANIZED WITH RAMP UP NORTH ASSISTANCE

This indicator aims at promoting increased transparency and accountability of municipal officials on budget preparation and implementation. Through public/meetings hearings, citizens provide feedback on planned budget allocations and are informed of the content of the approved budgets before they are implemented.

| INDICATOR 1.1: # PUBLIC BUDGET MEETINGS (HEARINGS) ORGANIZED WITH RAMP UP NORTH ASSISTANCE |               |                  |                  |                  |                  |       |
|--|---------------|------------------|------------------|------------------|------------------|-------|
| Period 3   | Annual Target | Q1:<br>(Oct-Dec) | Q2:<br>(Jan-Mar) | Q3:<br>(Apr-Jun) | Q4:<br>(Jul-Sep) | Total |
| (Oct. 2012 - Dec. 2013)  | 9             | 5                | 4                | -                | -                | 9     |

**TABLE 4: BUDGET HEARINGS IN PARTNER MUNICIPALITIES**

| Municipality        | Mazar-e-Sharif<br>Jan. 12 |           | Kunduz<br>Jan. 2 |           | Sar-e-Pul<br>Jan. 9 |           | Sheberghan<br>Jan. 6 |           | TOTAL      |            |
|---------------------|---------------------------|-----------|------------------|-----------|---------------------|-----------|----------------------|-----------|------------|------------|
|                     | M                         | F         | M                | F         | M                   | F         | M                    | F         | M          | F          |
| Gender              |                           |           |                  |           |                     |           |                      |           |            |            |
| Municipal Officials | 56                        | 14        | 31               | 0         | 34                  | 2         | 12                   | 4         | 133        | 20         |
| Citizens            | 143                       | 15        | 137              | 14        | 41                  | 12        | 136                  | 52        | 457        | 93         |
| Other               | -                         | -         | 5                | -         | -                   | -         | -                    | -         | 5          | -          |
| <b>TOTALS</b>       | <b>199</b>                | <b>29</b> | <b>173</b>       | <b>14</b> | <b>75</b>           | <b>14</b> | <b>148</b>           | <b>56</b> | <b>595</b> | <b>113</b> |

During the reporting quarter the team supported municipalities of Mazar, Kunduz, Sheberghan and Sar-e-Pul conducting public hearings to share the results of their final budgets with citizens and obtain their feedback. A total of 708 people attended these hearings, 550 of which were citizens. Around 20% of citizens were women who actively participated, raising questions and providing input on the priorities of their communities. By the end of this quarter all nine program municipalities have conducted their budget hearings, hence achieving the annual target for this indicator.

## INDICATOR 1.2: # OF LOCAL MECHANISMS SUPPORTED WITH RAMP UP NORTH ASSISTANCE FOR CITIZENS TO ENGAGE THEIR SUB-NATIONAL GOVERNMENT<sup>1</sup>

This USAID reporting indicator measures the number of local mechanisms supported with RAMP UP North assistance for citizens to engage with their municipalities to help create more responsive, effective, transparent, accountable, and gender-sensitive municipal governance and, thereby, increase the level of good governance in RAMP UP North supported municipalities.

| Indicator 1.2: # of local mechanisms supported with RAMP UP North assistance for citizens to engage their sub-national government |               |               |               |               |               |       |
|---|---------------|---------------|---------------|---------------|---------------|-------|
| Period 3  | Annual Target | Q1: (Oct-Dec) | Q2: (Jan-Mar) | Q3: (Apr-Jun) | Q4: (Jul-Sep) | Total |
| (Oct. 2012 - Dec. 2013)   | 6             | 5             | 3             | -             | -             | 5     |

RAMP UP North has identified the following eight mechanisms in its PMP for reporting purposes: 1) citizen forums (via the Service Delivery Advisory Group, the Economic Development Advisory Group, Project Beneficiary Groups and *Kalantar* meetings), 2) *Jirgas*/Hearings, 3) Opening/Closing Ceremonies, 4) Media & Public Outreach Training, 5) Newsletter, 6) Website, 7) Report Cards 8) Other.

Three engagement mechanisms were used in 64 instances during the reporting period as indicated below. Citizens forum, primarily represented by the Service Delivery Advisory Board meetings continued to be a prevalent form of engagement, followed by closing ceremonies for the completion of sub-projects. Finally, municipality of Mazar obtained citizens input using reporting cards. The program will continue to use these forms of engagement to continue and promote citizen participation in municipal decision-making.

**TABLE 5: ENGAGEMENT MECHANISMS**

| Municipality   | Citizen Forums | Jirgas / Hearings | Opening/ Closing Ceremonies | Newsletters | Report Cards | Total Instances |
|----------------|----------------|-------------------|-----------------------------|-------------|--------------|-----------------|
| Aybak          | 1              | -                 | 1                           | -           | -            | 2               |
| Faizabad       | 1              | -                 | 2                           | -           | -            | 3               |
| Kunduz         | 2              | -                 | 2                           | -           | -            | 4               |
| Maymana        | 2              | -                 | 2                           | -           | -            | 4               |
| Mazar-e-Sharif | 5              | -                 | 1                           | -           | 1            | 7               |
| Pul-e-Khumri   | -              | -                 | -                           | -           | -            | -               |
| Sar-e-Pul      | 2              | -                 | 3                           | -           | -            | 5               |
| Sheberghan     | 2              | -                 | 1                           | -           | -            | 3               |
| Taloqan        | -              | -                 | 1                           | -           | -            | 1               |
| Andkhoy        | 1              | -                 | -                           | -           | -            | 1               |
| Aqcha          | 1              | -                 | -                           | -           | -            | 1               |
| Khulm          | 1              | -                 | -                           | -           | -            | 1               |
| <b>TOTALS</b>  | <b>18</b>      | <b>0</b>          | <b>13</b>                   | <b>0</b>    | <b>1</b>     | <b>32</b>       |

<sup>1</sup> Mission Indicator

### IR 1.3: # OF INDIVIDUALS WHO RECEIVED RAMP UP NORTH TRAINING TO STRENGTHEN LOCAL GOVERNMENT AND/OR DECENTRALIZATION

RAMP UP North provides capacity building assistance through functional training related to the service delivery projects followed by regional training workshops and other specialized training, focusing on the retention of knowledge obtained, which leads to an increased capacity level of municipal officials to manage their resources and provide quality services.

| Indicator 1.3: # of individuals who received RAMP UP North training, to strengthen local government and/or decentralization |               |               |               |               |               |       |
|---|---------------|---------------|---------------|---------------|---------------|-------|
| Period 3  | Annual Target | Q1: (Oct-Dec) | Q2: (Jan-Mar) | Q3: (Apr-Jun) | Q4: (Jul-Sep) | Total |
| (Oct. 2012 - Dec. 2013)   | 100           | 270           | 245           | -             | -             | 5,152 |

This reporting period a total of 245 municipal officials and citizens participated in the training and workshops organized by the program. A number of functional workshops and training were organized for a total of 166 municipal officials including a successful 3-day workshop on Revenue Generation Action Plan (RGAP) that helped officials from the Revenue Departments of all 12 municipalities design individual RGAPs that they will implement during the year. Of note is the fact that all officials indicated an interest to organize another workshop in the near future, to discuss progress of their action plans and address any challenges/issues they have encountered during implementation. These trainings and workshops have served as a forum for municipal officials to share their experience and lessons learned and establish an informal relationship between each other. The table below shows the type of trainings/workshops organized and participants disaggregated by gender and municipality.

**TABLE 6: TRAINING TO STRENGTHEN LOCAL GOVERNMENT AND/OR DECENTRALIZATION**

| Training Type  | Procurement |          | Project Management for Public Works |          | Business Registration/Licensing |          | Standard Operation Procedures |          | Revenue Generation Action Plan |          | Strategic Communication |          | TOTAL      |          |
|----------------|-------------|----------|-------------------------------------|----------|---------------------------------|----------|-------------------------------|----------|--------------------------------|----------|-------------------------|----------|------------|----------|
|                | M           | F        | M                                   | F        | M                               | F        | M                             | F        | M                              | F        | M                       | F        | M          | F        |
| Aybak          | 11          | -        | 1                                   | 1        | 2                               | -        | -                             | -        | 2                              | -        | 2                       | -        | 18         | 1        |
| Faizabad       | 8           | 2        | -                                   | -        | 2                               | -        | -                             | -        | 2                              | -        | 2                       | -        | 14         | 2        |
| Kunduz         | -           | -        | 4                                   | -        | 2                               | -        | 4                             | -        | 2                              | -        | 2                       | -        | 14         | -        |
| Maymana        | 2           | 1        | 2                                   | -        | 1                               | 1        | 1                             | -        | 2                              | -        | 2                       | -        | 10         | 3        |
| Mazar-e-Sharif | 2           | -        | 3                                   | -        | 1                               | 1        | -                             | -        | 1                              | 1        | 1                       | 1        | 8          | 2        |
| Pule-Khumri    | 2           | -        | 3                                   | -        | 2                               | -        | 14                            | -        | 2                              | -        | 2                       | -        | 25         | -        |
| Sar-e-Pul      | -           | -        | -                                   | -        | 2                               | -        | -                             | -        | 2                              | -        | 2                       | -        | 6          | -        |
| Sheberghan     | 5           | -        | 2                                   | -        | 2                               | -        | 11                            | -        | 2                              | -        | 3                       | -        | 25         | -        |
| Taloqan        | 8           | -        | -                                   | -        | 2                               | -        | -                             | -        | 2                              | -        | 2                       | -        | 14         | -        |
| Andkhoy        | -           | -        | 3                                   | -        | 2                               | -        | -                             | -        | 2                              | -        | 1                       | -        | 8          | -        |
| Aqcha          | -           | -        | 2                                   | -        | 2                               | -        | -                             | -        | 2                              | -        | 2                       | -        | 8          | -        |
| Khulm          | -           | -        | 2                                   | -        | 2                               | -        | -                             | -        | 2                              | -        | 3                       | -        | 9          | 0        |
| <b>TOTAL</b>   | <b>38</b>   | <b>3</b> | <b>22</b>                           | <b>1</b> | <b>22</b>                       | <b>2</b> | <b>30</b>                     | <b>-</b> | <b>23</b>                      | <b>1</b> | <b>24</b>               | <b>1</b> | <b>159</b> | <b>8</b> |

<sup>2</sup> It is likely that there are instances of double counting



A number of citizens participated in a select number of trainings along municipal officials from their municipalities. These trainings, such as procurement and project management, help communities understand their role in the management of sub-projects that have been selected with their input.

**TABLE 7: COMMUNITY REPRESENTATIVES**

| Training Type                       | Aybak     |          | Faizabad  |          | Kunduz   |          | Maymana  |          | Mazar-e-Sharif |          | Pul-e-Khumri |          | Sar-e-Pul |          | Sheberghan |          | Taloqan  |          | Andkhoy  |          | Aqcha    |          | Khulm    |          | TOTAL     |           |
|-------------------------------------|-----------|----------|-----------|----------|----------|----------|----------|----------|----------------|----------|--------------|----------|-----------|----------|------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|
|                                     | M         | F        | M         | F        | M        | F        | M        | F        | M              | F        | M            | F        | M         | F        | M          | F        | M        | F        | M        | F        | M        | F        | M        | F        | M         | F         |
| Procurement                         | 13        | 4        | 11        | 4        | -        | -        | 4        | -        | -              | -        | 5            | -        | -         | -        | 11         | 1        | 3        | -        | -        | -        | -        | -        | -        | -        | 47        | 9         |
| Project Management for Public Works | 1         | 1        | -         | -        | -        | 1        | 1        | 1        | 2              | -        | 1            | -        | -         | -        | 1          | 1        | -        | -        | -        | 1        | -        | 2        | 1        | -        | 7         | 7         |
| Strategic Communications            | 1         | -        | 1         | -        | -        | -        | -        | -        | 1              | -        | 1            | -        | 1         | -        | -          | -        | 1        | -        | 1        | -        | 1        | -        | -        | -        | 8         | 0         |
| <b>TOTAL</b>                        | <b>15</b> | <b>5</b> | <b>12</b> | <b>4</b> | <b>0</b> | <b>1</b> | <b>5</b> | <b>1</b> | <b>3</b>       | <b>0</b> | <b>7</b>     | <b>0</b> | <b>1</b>  | <b>0</b> | <b>12</b>  | <b>2</b> | <b>4</b> | <b>0</b> | <b>1</b> | <b>1</b> | <b>1</b> | <b>2</b> | <b>1</b> | <b>-</b> | <b>62</b> | <b>16</b> |

#### **IR 1.4: # MUNICIPALITIES THAT IMPROVE THEIR BUDGET DEVELOPMENT EXECUTION RATES OVER THE PREVIOUS FISCAL YEAR**

This is a new annual indicator introduced in the latest performance monitoring plan. During this last quarter, the team designed a system by which they will track development projects in each of the partner municipalities. RAMP UP North has started to collect data on budget development execution of the municipalities during the last year, data which will serve as the baseline to measure improvement.

Additionally the RAMP UP North team is providing technical support in the design and development of municipal development projects will allow these municipalities to begin spending their budgets earlier in the year thus improving their budget execution rates. Rather than doing the work, the team is allowing municipalities to take the lead by providing expertise and support. Examples include plans design and development of Bills of Quantity (BoQ).

| Indicator 1.4: # municipalities that improve their budget development execution rates over the previous fiscal year |               |               |               |               |               |       |
|---|---------------|---------------|---------------|---------------|---------------|-------|
| Period 3  | Annual Target | Q1: (Oct-Dec) | Q2: (Jan-Mar) | Q3: (Apr-Jun) | Q4: (Jul-Sep) | Total |
| (Oct. 2012 - Dec. 2013)   | 8             | NA            | NA            | -             | -             | -     |

#### **IR 1.5: # MUNICIPALITIES THAT COMPLY IN TIMELY MANNER WITH EXISTING GIROA REQUIREMENTS RELATED TO BUDGET PREPARATION**

RAMP UP North is assisting municipalities to meet the deadlines and comply with the GIROA requirements with budget preparation and execution along with ensuring citizen participation prior to and subsequent to budget approval.

| Indicator 1.5: # Municipalities that comply in timely manner with existing GIROA requirements related to budget preparation |               |               |               |               |               |       |
|---|---------------|---------------|---------------|---------------|---------------|-------|
| Period 3  | Annual Target | Q1: (Oct-Dec) | Q2: (Jan-Mar) | Q3: (Apr-Jun) | Q4: (Jul-Sep) | Total |
| (Oct. 2012 - Dec. 2013)   | 9             | 9             | 9             | -             | -             | 9     |

While GDMA has not issued specific deadlines, RAMP UP North has provided support to all municipalities to comply with the requests issued by IDLG and Ministry of Finance. The table below shows the process of the budget preparation and the timeline

**TABLE 8: 1392 MUNICIPAL BUDGET PREPARATION AND APPROVAL STATUS**

| Municipality   | Drafted | Public Budget Hearing | Submitted to Governor | Governor Signs       | Submitted to IDLG/GDMA | IDLG / DMA Approval | OAA Approval | MoF Approval | Public Budget Meeting |
|----------------|---------|-----------------------|-----------------------|----------------------|------------------------|---------------------|--------------|--------------|-----------------------|
| Andkhoy        | Feb. 21 | None                  | Feb. 27               | Mar. 31 <sup>3</sup> | -                      | -                   | -            | -            | -                     |
| Aqcha          | Dec. 18 | Jan. 09               | Jan. 13               | Jan. 15              | Jan. 18                | -                   | -            | -            | -                     |
| Aybak          | Jan. 21 | Dec. 02               | Jan. 26               | Feb. 05              | Feb. 07                | Feb. 20             | Mar. 11      | Mar. 18      | -                     |
| Faizabad       | Jan. 06 | Dec. 30               | Jan. 24               | Jan. 30              | Feb. 16                | Apr. 04             | -            | -            | -                     |
| Khulm          | Jan. 20 | Jan. 21               | Jan. 26               | Jan. 28              | Feb. 12                | -                   | -            | -            | -                     |
| Kunduz         | Dec. 23 | Jan. 02               | Jan. 22               | Jan. 29              | Feb. 02                | -                   | -            | -            | -                     |
| Maymana        | Jan. 20 | Dec. 26               | Mar. 10               | Apr. 03              | -                      | -                   | -            | -            | -                     |
| Mazar-e-Sharif | Jan. 10 | Jan. 12               | Jan. 20               | Jan. 21              | Jan. 26                | Mar. 12             | Mar. 19      | -            | -                     |
| Pul-e-Khumri   | Dec. 13 | Dec. 17               | Jan. 23               | Feb. 05              | Feb. 10                | Feb. 20             | Mar. 09      | Mar. 16      | -                     |
| Sar-e-Pul      | Dec. 23 | Jan. 13               | Jan. 24               | Feb. 05              | -                      | -                   | -            | -            | -                     |
| Sheberghan     | Dec. 3  | Jan. 06               | Jan. 29               | Jan. 29              | Mar. 25                | -                   | -            | -            | -                     |
| Taloqan        | Nov. 26 | Dec. 30               | Jan. 30               | Feb. 27              | Mar. 04                | Mar. 12             | -            | -            | -                     |

## INTERMEDIATE RESULT (IR) 2: IMPROVED DELIVERY OF MUNICIPAL SERVICES TO CITIZENS IN TARGETED MUNICIPALITIES

These set of indicators measures RAMP UP North's performance in supporting the municipalities in providing responsive, effective, and visible municipal service delivery in the form of Sustainable Service Delivery Improvement Projects (SSDIPs). These projects simultaneously fill two purposes: (1) they provide citizens with marked improvements in daily life, helping them gain satisfaction with and confidence in their municipal government; and (2) in executing projects hand-in-hand with municipal officials, RAMP UP North builds capacity with a clear learning-by-doing approach, solidifying the GIROA's capacity to sustainably deliver services to citizens in the long-term.

<sup>3</sup> The Annual Budget was sent back to the Mayor with comments. It was revised and resubmitted to the Governor on March 31, 2013.

## IR 2.1: # OF PROJECTS COMPLETED WITH COMMUNITY AND GIROA INVOLVEMENT<sup>4</sup>

RAMP UP North uses small-scale sustainable service improvement projects as a laboratory to build capacity of municipal officials and link citizen-based priorities to municipal decision-making processes. These small projects, identified by citizen-based SDAGs in cooperation with the municipality, are small to medium in size but high in impact due to the emphasis on sustainability. Public engagement and citizen participation are critical to forming the stakeholder ownership of these projects, necessary to expand municipal revenue collection that will sustain basic services.

| Indicator 2.1: # of projects completed with community and GIROA involvement |               |               |               |               |               |       |
|---|---------------|---------------|---------------|---------------|---------------|-------|
| Period 3  | Annual Target | Q1: (Oct-Dec) | Q2: (Jan-Mar) | Q3: (Apr-Jun) | Q4: (Jul-Sep) | Total |
| (Oct. 2012 - Dec. 2013)   | 15            | 0             | 8             | -             | -             | 8     |

RAMP UP North team continues to ensure that all service delivery sub-projects are completed with both community and municipal involvement. Projects are reported as completed when the municipality has signed off on the completion of the project, either through the substantial completion certificate or the completion of all contract works by the contractor. The implementation of Round Two projects continued during the quarter with 8 of them being completed and signed off by municipalities, as indicated by the table below. For a complete picture of the status of all sub-projects please refer to Appendix D.

**TABLE 9: SUSTAINABLE SERVICE DELIVERY IMPROVEMENT PROJECT STATUS**

| Municipality   | Round | Project Title                                 | Start Date | End Date  | % Complete | Comments  |
|----------------|-------|---|------------|-----------|------------|---|
| Aybak          | R2    | Public Latrines Construction & Rehabilitation | 8-Aug-12   | 7-Feb-13  | 100%       | Final payment is in process and move to close out.  |
| Mazar-e-Sharif | R2    | Trash Collection                              | 13-Oct-12  | 12-Jan-13 | 100%       | Invoice #3 in process.  |
| Maymana        | R2    | Public Latrines Construction                  | 8-Aug-12   | 20-Nov-12 | 100%       | Release of 10% retention for the public latrine is in process.                              |
| Sar-e-Pul      | R2    | City Market Improvement                       | 8-Aug-12   | 30-Apr-13 | 100%       | Contractor is working on additional works.  |
| Taloqan        | R2    | City Park Improvement                         | 8-Aug-12   | 15-Dec-12 | 100%       | Sub-contractor rectified the punch list defects and 10% retention payment is under process. |
| Kunduz         | R2    | City Park Improvement                         | 10-Aug-12  | 15-Feb-13 | 100%       | Warranty period end date is 01 April.   |
| Faizabad       | R2    | Water Well Construction                       | 18-Nov-12  | 15-Feb-13 | 100%       | 10% retention paid  |
|                | R2    | Public Latrines Construction                  | 2-Oct-12   | 28-Feb-13 | 100%       | Invoice #3 in process. Warranty end date 30 April.  |

## IR 2.2: # OF PROJECTS IMPLEMENTED THAT CONTINUE TO BE SUSTAINABLE AFTER COMPLETION

The projects funded by the program serve various purposes: improve the particular service; create a learning environment where citizens play an important role in determining their community needs, serve as a vehicle to build municipal officials' capacity and ultimately increase revenues for the

<sup>4</sup> Mission Indicator

municipalities. A strong indicator that the project has reached these objectives will be its proven sustainability after the project is completed.

| Indicator 2.2: % of sub-projects implemented that continue to be sustainable 3/6 months after completion |               |               |               |               |               |       |
|--|---------------|---------------|---------------|---------------|---------------|-------|
| Period 3   | Annual Target | Q1: (Oct-Dec) | Q2: (Jan-Mar) | Q3: (Apr-Jun) | Q4: (Jul-Sep) | Total |
| (Oct. 2012 - Dec. 2013)  | 70%           | 75%           | NA            | -             | -             | 75%   |

RAMP UP North team monitors programs that have already been completed and operating for a few months. A survey methodology and survey tools were developed and implemented in October 2012. The tool required each municipality to gain a score of 70 out of 100 to be considered sustainable. During this reporting period no projects were assessed for sustainability as many of them were in the process of being completed and closed out. These projects will be monitored for sustainability during the next quarter.

### **IR 2.3: % OF CITIZENS WITH REGULAR ACCESS TO MUNICIPALITY-PROVIDED SERVICES IMPROVED WITH RAMP UP NORTH ASSISTANCE**

While the program is modest in size, its goal is to ultimately reach a high number of citizens through improved basic services such as trash collection, park rehabilitation and market improvements. Indicator 2.3 measures the percentage of citizens in an entire municipality that receive access to improved services with RAMP UP North assistance. The indicator is measured by data collected for each sustainable service delivery improvement project after completion of the project.

| Indicator 2.3: % of citizens with regular access to municipality-provided services improved with RAMP UP North assistance |               |               |               |               |               |       |
|---|---------------|---------------|---------------|---------------|---------------|-------|
| Period 3  | Annual Target | Q1: (Oct-Dec) | Q2: (Jan-Mar) | Q3: (Apr-Jun) | Q4: (Jul-Sep) | Total |
| (Oct. 2012 - Dec. 2013)   | 50%           | 33%           | 61.89%        | -             | -             | -     |

As reported above, eight sub-projects were completed during this quarter, reaching an average of 62% of citizens in eight (8) municipalities. Due to the nature of the projects in Aybak, Faizabad, Kunduz, Maymana, Sar-e-Pul, Sheberghan and Taloqan, all citizens have benefited from the services that have been improved such as public latrines and park improvements. In contrast, the trash collection project in Mazar has targeted a particular district with a population of 5.6% of the municipality.

**TABLE 10: CITIZENS WITH REGULAR ACCESS TO IMPROVED SERVICES**

| Municipality    | R2 RAMP UP North Project              | R2 Project Status | Number of Citizens Targeted | Total Population | % of Residents with Improved Access |
|-----------------|---------------------------------------|-------------------|-----------------------------|------------------|-------------------------------------|
| Aybak           | Construction of Public Latrines       | Completed         | 98,500                      | 98,500           | 100%                                |
| Faizabad        | Public latrine Project                | Completed         | 30,900                      | 30,900           | 100%                                |
| Kunduz          | Municipality Park Improvement         | Completed         | 139,600                     | 139,600          | 100%                                |
| Maymana         | Construction of Public Latrines       | Completed         | 76,700                      | 76,700           | 100%                                |
| Mazar-e- Sharif | Trash Collection Project "District 3" | Completed         | 20,000                      | 357,100          | 5.60%                               |
| Sar-e-Pul       | Wheat & Flour Market Improvement      | Completed         | 39,900                      | 39,900           | 100%                                |
| Sheberghan      | Construction of Public Latrines       | Completed         | 74,800                      | 74,800           | 100%                                |



|              |                     |           |                |                |               |
|--------------|---------------------|-----------|----------------|----------------|---------------|
| Taloqan      | Park Rehabilitation | Completed | 67,000         | 67,000         | 100%          |
| <b>TOTAL</b> |                     |           | <b>547,400</b> | <b>884,500</b> | <b>61.89%</b> |

## IR 2.4: # OF CITIZENS PARTICIPATING IN LOCAL MECHANISMS TO ENGAGE THEIR SUB-NATIONAL GOVERNMENT

RAMP UP North's projects and activities are offering an ideal platform where citizens are communicating with the municipal officials thus strengthening overall stability and contributing to GIROA's legitimacy. A higher number of citizens engaging in these dialogues indicates an increased expectation on the side of the citizens that the municipality can and will provide services needed to the community. This indicator is closely linked with indicator 1.2 presented above and reports the number of citizens attending the various local engagement mechanisms organized with RAMP UP North assistance.

| Indicator 2.4: # of citizens participating in local mechanisms to engage their sub-national |               |               |               |               |               |       |
|---|---------------|---------------|---------------|---------------|---------------|-------|
| Period 3  | Annual Target | Q1: (Oct-Dec) | Q2: (Jan-Mar) | Q3: (Apr-Jun) | Q4: (Jul-Sep) | Total |
| (Oct. 2012 - Dec. 2013)   | 3,600         | 2,097         | 782           | -             | -             | 2,879 |

A total of 646 men and 136 women participated in the various events including budget hearings, report cards and Service Delivery Advisory Board meetings. The table below presents a breakdown of the participants by gender and municipality. Because of such a large number of citizens participate in these events there is a possibility of double-counting.

**TABLE 11: Citizens participating in Local Mechanisms**

| Municipality   | Community Councils |           | Hearings   |           | Report cards |           | TOTAL      |            |
|----------------|--------------------|-----------|------------|-----------|--------------|-----------|------------|------------|
|                | M                  | F         | M          | F         | M            | F         | M          | F          |
| Aybak          | 11                 | 3         | -          | -         | -            | -         | 11         | 3          |
| Faizabad       | 10                 | 2         | -          | -         | -            | -         | 10         | 2          |
| Kunduz         | 11                 | 2         | 137        | 14        | -            | -         | 148        | 16         |
| Maymana        | 17                 | 2         | -          | -         | -            | -         | 17         | 2          |
| Mazar-e-Sharif | 42                 | 3         | 143        | 15        | 26           | 24        | 211        | 42         |
| Pul-e-Khumri   | -                  | -         | -          | -         | -            | -         | -          | -          |
| Sar-e-Pul      | 14                 | 1         | 41         | 12        | -            | -         | 55         | 13         |
| Sheberghan     | 5                  | 6         | 136        | 52        | -            | -         | 141        | 58         |
| Andkhoy        | 21                 | -         | -          | -         | -            | -         | 21         | -          |
| Aqcha          | 24                 | -         | -          | -         | -            | -         | 24         | -          |
| Khulm          | 8                  | -         | -          | -         | -            | -         | 8          | -          |
| <b>TOTAL</b>   | <b>163</b>         | <b>19</b> | <b>457</b> | <b>93</b> | <b>26</b>    | <b>24</b> | <b>646</b> | <b>136</b> |

## IR 2.5: # OF MEETINGS CONDUCTED BETWEEN COMMUNITY COUNCILS AND GOVERNMENTAL ENTITIES<sup>5</sup>

Active engagement with citizens will provide information critical to responding to municipalities' needs. Community council-type groups such as SDAGs provide additional mechanisms for citizen input in municipal decision-making. Continuous meetings between the municipality and these groups indicate the importance that the municipality, and in particular the mayor, give to citizens' input. Community councils refer to groups representing the citizens. For RAMP UP North, they may include SDAGs, EDAGs, Project Beneficiary Groups Meetings (Kalantars), Gender Associations, Market Associations and Other Meetings (Municipal Law Consultations etc.).

| Indicator 2.5: # of meetings conducted between community councils and governmental entities |               |                  |                  |                  |                  |       |
|---|---------------|------------------|------------------|------------------|------------------|-------|
| Period 3  | Annual Target | Q1:<br>(Oct-Dec) | Q2:<br>(Jan-Mar) | Q3:<br>(Apr-Jun) | Q4:<br>(Jul-Sep) | Total |
| (Oct. 2012 - Dec. 2013)   | 108           | 41               | 14               | -                | -                | 55    |

The table below shows breaks down the types of meetings disaggregated by municipality and council type.

**TABLE 12: Community Council / Government GIRoA Meetings**

| Municipality   | SDAG Meetings | Proposed Project List Selection | Kalantar Meetings | Gender Associations | Total Meetings |
|----------------|---------------|---------------------------------|-------------------|---------------------|----------------|
| Aybak          | 1             | -                               | -                 | -                   | 1              |
| Faizabad       | 1             | -                               | -                 | -                   | 1              |
| Kunduz         | 1             | -                               | -                 | -                   | 1              |
| Maymana        | 2             | -                               | -                 | -                   | 2              |
| Mazar-e-Sharif | 2             | -                               | 2                 | -                   | 4              |
| Pul-e-Khumri   | -             | -                               | -                 | -                   | -              |
| Sar-e-Pul      | 1             | -                               | -                 | -                   | 1              |
| Sheberghan     | 1             | -                               | -                 | -                   | 1              |
| Taloqan        | -             | -                               | -                 | -                   | -              |
| Andkhoy        | -             | 1                               | -                 | -                   | 1              |
| Aqcha          | -             | 1                               | -                 | -                   | 1              |
| Khulm          | -             | 1                               | -                 | -                   | 1              |
| Total          | 9             | 3                               | 2                 | 0                   | 14             |

## INTERMEDIATE RESULT (IR) 3: INCREASED MUNICIPAL CAPACITY TO ENABLE, SUPPORT AND SUSTAIN ECONOMIC GROWTH

Indicators under this Intermediate Result measures RAMP UP North activities in support of economic development and revenue generation, and thereby the Municipality's ability to finance its service offerings and operating costs. As RAMP UP North activities under CLIN 1 and 2 strengthen municipal capacity

<sup>5</sup> Mission Indicator

and service delivery, activities under CLIN 3 use the capacity and service improvements to facilitate business growth and job creation.

### **IR 3.1: # OF PUBLIC PRIVATE PARTNERSHIPS INITIATED AS A RESULT OF RAMP UP NORTH ASSISTANCE**

Public-private partnerships (PPPs) in target municipalities offer numerous potential benefits to municipalities and residents alike. PPPs can take a range of forms, from projects that offer services seen as beneficial or adding value to the private sector, to outsourcing, or capital investments that can serve private sector needs while generating increased revenues to the municipality. Establishing a PPP in each municipality, however, serves a larger purpose than merely increasing revenues or improving services; PPPs will expose municipalities to the potential that private sector can work on behalf of municipalities and citizens to increase efficiencies and improve services.

| Indicator 3.1: # of public private partnerships formed as a result of RAMP UP North assistance |               |               |               |               |               |       |
|--|---------------|---------------|---------------|---------------|---------------|-------|
| Period 3   | Annual Target | Q1: (Oct-Dec) | Q2: (Jan-Mar) | Q3: (Apr-Jun) | Q4: (Jul-Sep) | Total |
| (Oct. 2012 - Dec. 2013)  | 5             | 2             | 2             | -             | -             | 4     |

RAMP UP North completed two PPPs in the second round of sub-projects, including PPP arrangements for the management of public latrines in Sheberghan and Maymana municipalities.

**TABLE 13: PUBLIC-PRIVATE PARTNERSHIPS FORMED**

| Municipality | Project                          | Date             |
|--------------|----------------------------------|------------------|
| Maymana      | Toilet Lease Management Contract | 24 January 2013  |
| Aybak        | Toilet Lease Management Contract | 24 February 2013 |

### **IR 3.2: % INCREASE IN TOTAL REVENUE GENERATED**

Since municipalities in Afghanistan currently do not receive financial transfers from central government, own-source revenues must sustain municipal budgets and will be used to pay for municipal services. Although this indicator is a standardized, global USAID/Foreign Assistance Framework (FAF) indicator, it is particularly prescient for RAMP UP North as any increases in own-source revenues can demonstrate two important developments: first, depending on the source, increases in revenues may indicate either an improved willingness by citizens to pay for services and/or an improvement in the municipalities' abilities to collect them; and second, increased revenues, depending on the source, can demonstrate an improved capacity to continuously generate revenues over time, increasing the sustainability of municipality's ability to serve its citizens in the long term.

Revenues are reported on the basis of the Afghan Fiscal Year, which corresponds to the Hijri Shamsi calendar (March 21 – March 20). During the last fiscal year, IDLG/GDMA moved from a 12-month solar calendar year to a 9-month calendar. This move was made to more closely align the Afghan Fiscal Year with the Gregorian calendar. The new Afghan Fiscal Year now begins in late December

rather than in late March. During this reporting period, the revenues generated during Q1 of the Afghan Fiscal Year 1392 (12/21/12 – 3/20/13) have not been reported as final revenue data for the quarter is not yet available. FY 1392 Q1 revenue data will be submitted in conjunction with the FY 2013 Q3 Quarterly Report.

The Baseline 1389 Total Revenues by municipality was derived from the B1 Fixed and Variable Revenue forms submitted to IDLG/GDMA in conjunction with the preparation of the respective municipalities' 1390 annual budgets. The 1390, 1391, and 1392 Revenues are derived from Quarterly Reports submitted to IDLG/GDMA and include fixed and variable revenues. The table below presents data for 1390 and 1391, as compared to baseline year 1389, and for 1392, as compared to both 1390 and 1391 baseline revenues.

**TABLE 14: % INCREASE IN TOTAL REVENUE GENERATED – ANNUAL TARGET +20%**

| municipality  | 1389 Baseline Revenue (12 Months) 3/21/10 – 3/20/11 | 1390 Revenue (12 months) 3/21/11 – 3/20/12 | % +/- 1390 to 1389 Baseline | 1391 Revenue (9 Months) 3/21/12- 12/20/12 | % +/- 1391 to 1390 Baseline | 1392 Q1 12/21/12 – 3/20/13 | 1392 Q2 3/21/13 – 6/20/13 | 1392 Q3 6/21/13 – 9/20/13 | 1392 Q4 9/21/13 – 12/20/13 | 1392 Revenue (12 Months) 12/21/12 – 12/20/13 | % +/- 1392 to 1390 Baseline (12 Months) | % +/- 1392 to 1391 Baseline (9 Months) |
|---------------|---|--|-----------------------------|---|-----------------------------|----------------------------|---------------------------|---------------------------|----------------------------|--|---|--|
| bak           | 25,907,927  | 33,392,168                                 | 29%                         | 82,581,763                                | 219%                        |                            |                           |                           |                            |  |   |  |
| zabad         | 16,259,628  | 34,676,911                                 | 113%                        | 11,709,820                                | -28%                        |                            |                           |                           |                            |  |   |  |
| induz         | 41,511,959  | 70,858,321                                 | 71%                         | 42,456,848                                | 2%                          |                            |                           |                           |                            |  |   |  |
| ymana         | 15,559,138  | 22,121,566                                 | 42%                         | 16,646,283                                | 7%                          |                            |                           |                           |                            |  |   |  |
| izar          | 315,451,082   | 377,997,789                                | 20%                         | 362,715,621                               | 15%                         |                            |                           |                           |                            |  |   |  |
| l-e-Khumri    | 40,531,541  | 76,407,503                                 | 89%                         | 53,373,045                                | 32%                         |                            |                           |                           |                            |  |   |  |
| ~e-Pul        | 39,528,101  | 55,192,823                                 | 40%                         | 41,845,148                                | 6%                          |                            |                           |                           |                            |  |   |  |
| eberghan      | 13,865,908  | 28,909,230                                 | 108%                        | 17,786,541                                | 28%                         |                            |                           |                           |                            |  |   |  |
| loqan         | 28,250,003  | 39,680,276                                 | 40%                         | 30,118,120                                | 7%                          |                            |                           |                           |                            |  |   |  |
| <b>TOTALS</b> | <b>536,865,287</b>                                  | <b>739,236,587</b>                         | <b>38%</b>                  | <b>659,233,189</b>                        | <b>23%</b>                  |                            |                           |                           |                            |  |   |  |

\* Final revenue data for Afghan FY 1392 Q1 is not yet available and will be reported in conjunction with the FY 2013 Q3 Quarterly Report.

\* Currency is Afghani

### IR 3.3: % OF BUSINESSES THAT OBTAIN A LICENSE AS A RESULT OF RAMP UP NORTH SUPPORT

Increased tax registration and revenue collection is critical to sustainable service delivery. RAMP UP North will work with municipalities to assess business registration rates and enhance registration, as a higher number of businesses registered will lead to increased revenues for municipalities.

During FY12, RAMP UP North surveyed businesses in five municipalities where a business registration program had not yet been implemented by UNDP. Thus, RAMP UP North advisors trained survey and data entry staff to assist unregistered businesses in filling out the paper registration form and to enter data from the forms into a municipal database. The database automatically issued tariffs, which were then distributed back to business owners. The business owners were instructed to take the tariff form to the bank and pay the municipality's account directly. Once the business owner obtained their receipt from the bank, they were able to request a printed business license from the municipality.

Keeping in mind the fact the licenses are issued annually and that most of the businesses do their registration at the end of each solar year; this quarter would continue to show a decrease in both the number of issued licenses as well as revenue generated out of this source. All municipalities are pursuing public awareness campaigns in order to not only encourage existing businesses to pay their taxes and receive their license, but also to get new businesses to register of their own accord.



**TABLE 15: BUSINESSES THAT OBTAIN A LICENSE AS A RESULT OF RAMP UP NORTH SUPPORT – ANNUAL TARGET 70%**

| Municipality | 1390 BL<br>Registered /<br>Licensed<br>Businesses<br>3/21/11 – 3/20/12 | 1391 BL<br>Registered<br>Businesses<br>3/21/12 – 12/20/12 | 1392 Q1<br>Licenses<br>Issued<br>(12/21/12 –<br>3/20/13) | 1392<br>Total Licenses<br>Issued YTD<br>12/21/12 –<br>12/20/13 | % of<br>Registered<br>Businesses<br>YTD 1392 to<br>1391 |
|--------------|--|---|--|--|---|
| Aybak        | 1,395  | 1,924   | 180  | 180  | 9%  |
| Faizabad     | 884  | 2106  | 149  | 149  | 7%  |
| Pul-e-Khumri | 3,300  | 3836  | 505  | 505  | 13%   |
| Sar-e-Pul    | 1,184  | 1555  | 157  | 157  | 10%   |
| Taloqan      | 1,600  | 4510  | 179  | 179  | 4%  |
| <b>TOTAL</b> | <b>8,363</b>   | <b>13,931</b>   | <b>1170</b>  | <b>1170</b>  | <b>8%</b>   |

The number of registered / licensed businesses increased dramatically between 1390 and 1391. Thus, in order to more accurately reflect RAMP UP North's impact, the % of registered businesses in 1392 is being measured against 1391.

## REPORTING INDICATORS:

In addition to measuring the progress of individual RAMP UP North's IRs, the program tracks a number of cross-cutting indicators, which support US Foreign Assistance Framework (FAF) program elements under Strategic Goal Number 2, *Governing Justly and Democratically* (GJD).

### REPORTING INDICATORS

|   |               |
|---|---------------|
| RI 1: # of government officials receiving RAMP UP North-supported anti-corruption training                          | FAF GJD 2.4-1 |
| RI 2: # of sub-national government entities receiving RAMP UP North assistance to improve their performance         | FAF GJD 2.3-3 |
| RI 3: # of sub-national governments receiving RAMP UP North assistance to increase their annual own-source revenues | FAF GJD 2.3-1 |
| RI 4: # of mechanisms for external oversight of public resource use support   | FAF GJD 2.4-3 |
| RI 5: # of USG-supported anti-corruption measures implemented   | FAF GJD 2.4-2 |

### R1: # OF GOVERNMENT OFFICIALS RECEIVING RAMP UP NORTH-SUPPORTED ANTI-CORRUPTION TRAINING

This indicator refers to municipal officials. Training refers to all training or educational events whether short-term or long-term, in-country or abroad, where anti-corruption modules are included.

| Indicator RI 1: # of government officials receiving RU-N-supported anti-corruption training |                  |                  |                  |                  |                  |       |
|---|------------------|------------------|------------------|------------------|------------------|-------|
| Period 3  | Annual<br>Target | Q1:<br>(Oct-Dec) | Q2:<br>(Jan-Mar) | Q3:<br>(Apr-Jun) | Q4:<br>(Jul-Sep) | Total |
| (Oct. 2012 -<br>Dec. 2013)  | 45               | 78               | 66               | -                | -                | 144   |

A number of trainings conducted during this quarter include modules on anti-corruption and increase of transparency, such as Bid-Openings, budget preparation training and training on standard operating procedures. A total of 66 municipal officials attended these events. The following table presents the data disaggregated by gender and municipality.

**TABLE 16 – ANTI-CORRUPTION TRAINING**

| Municipality   | Bid Openings /<br>Pre-Construction<br>Meetings |          | Budget Preparation<br>Training |          | Standard Operating<br>Procedures |          | TOTAL     |          |
|----------------|--|----------|--------------------------------|----------|----------------------------------|----------|-----------|----------|
|                | M  | F        | M                              | F        | M                                | F        | M         | F        |
| Aybak          | 11   | -        | -                              | -        | -                                | -        | 11        | -        |
| Faizabad       | 8  | 2        | -                              | -        | -                                | -        | 8         | 2        |
| Kunduz         | -  | -        | -                              | -        | 4                                | -        | 4         | -        |
| Maymana        | 2  | 1        | -                              | -        | 1                                | -        | 3         | 1        |
| Mazar-e-Sharif | 2  | -        | -                              | -        | -                                | -        | 2         | -        |
| Pul-e-Khumri   | 2  | -        | -                              | -        | 14                               | -        | 16        | -        |
| Sar-e-Pul      | -  | -        | -                              | -        | -                                | -        | -         | -        |
| Sheberghan     | -  | -        | -                              | -        | 11                               | -        | 11        | -        |
| Taloqan        | 8  | -        | -                              | -        | -                                | -        | 8         | -        |
| <b>TOTAL</b>   | <b>33</b>                                      | <b>3</b> | <b>0</b>                       | <b>0</b> | <b>30</b>                        | <b>0</b> | <b>63</b> | <b>3</b> |

## **RI 2: # OF SUB-NATIONAL GOVERNMENT ENTITIES RECEIVING RAMP UP NORTH ASSISTANCE TO IMPROVE THEIR PERFORMANCE**

During the last quarter three new district municipalities were added to the program, increasing the number of assisted municipalities to 12.

| Indicator RI 2: # of sub-national government entities receiving RAMP UP North assistance to improve their performance |               |                  |                  |                  |                  |       |
|---|---------------|------------------|------------------|------------------|------------------|-------|
| Period 3  | Annual Target | Q1:<br>(Oct-Dec) | Q2:<br>(Jan-Mar) | Q3:<br>(Apr-Jun) | Q4:<br>(Jul-Sep) | Total |
| (Oct. 2012 - Dec. 2013)   | 12            | 9                | 12               | -                | -                | 12    |

The program worked closely with all 12 municipalities to improve their performance in such areas as project management, budget preparation, accounting, and revenue generation. Examples of such assistance were described in the earlier chapters of this quarterly report.

## **RI 3: # OF SUB-NATIONAL GOVERNMENTS RECEIVING RAMP UP NORTH ASSISTANCE TO INCREASE THEIR ANNUAL OWN-SOURCE REVENUES**

RAMP UP North supports all program municipalities in raising their annual own-source revenue. This has mainly been done through *Safayi* tax collection and business registration and licensing.

| Indicator RI 3: # of sub-national governments receiving RAMP UP North assistance to increase their annual revenues |               |                  |                  |                  |                  |       |
|--|---------------|------------------|------------------|------------------|------------------|-------|
| Period 3   | Annual Target | Q1:<br>(Oct-Dec) | Q2:<br>(Jan-Mar) | Q3:<br>(Apr-Jun) | Q4:<br>(Jul-Sep) | Total |
| (Oct. 2012 - Dec. 2013)  | 12            | 9                | 12               | -                | -                | 12    |

During this quarter the program started to support three additional municipalities bringing the number to 12. Examples of such assistance were presented in the earlier chapters of this report.

## RI 4: # OF MECHANISMS FOR EXTERNAL OVERSIGHT OF PUBLIC RESOURCE USE SUPPORT

This indicator measures the number of local mechanisms supported by RAMP UP North programming that provide external oversight of public resource use and is closely linked with indicator 1.2.

| Indicator RI 4: # of mechanisms for external oversight of public resource use support |               |                  |                  |                  |                  |       |
|---|---------------|------------------|------------------|------------------|------------------|-------|
| Period 3  | Annual Target | Q1:<br>(Oct-Dec) | Q2:<br>(Jan-Mar) | Q3:<br>(Apr-Jun) | Q4:<br>(Jul-Sep) | Total |
| (Oct. 2012 - Dec. 2013)   | 3             | 3                | 2                | -                | -                | 3     |

RAMP UP North has identified the following mechanisms that provide oversight over the use of public resources: Citizen Forums (via the Service Delivery Advisory Group, Economic Development Advisory Group, and project-based beneficiary groups) and budget meetings/hearings. Within the reporting period, three mechanisms were used as shown below.

**TABLE 17 – EXTERNAL OVERSIGHT**

| Municipality   | Citizen Forums | Budget Meetings / Hearings | Project-based Beneficiary Groups |
|----------------|----------------|----------------------------|----------------------------------|
| Aybak          | 1              | -                          | -                                |
| Faizabad       | 1              | -                          | -                                |
| Kunduz         | 1              | 1                          | -                                |
| Maymana        | 2              | -                          | -                                |
| Mazar-e-Sharif | 2              | 1                          | -                                |
| Pul-e-Khumri   | -              | -                          | -                                |
| Sar-e-Pul      | 1              | 1                          | -                                |
| Sheberghan     | 1              | 1                          | -                                |
| Taloqan        | -              | -                          | -                                |
| Andkhoy        | -              | -                          | -                                |
| Aqcha          | -              | -                          | -                                |
| Khulm          | -              | -                          | -                                |
| <b>TOTAL</b>   | <b>9</b>       | <b>4</b>                   | <b>0</b>                         |

## RI 5: # OF USG-SUPPORTED ANTI-CORRUPTION MEASURES IMPLEMENTED

This indicator measures the number of mechanisms that increase transparency and cooperation between communities and municipalities.

| Indicator RI 5: # of USG-supported anti-corruption measures implemented |               |                  |                  |                  |                  |       |
|---|---------------|------------------|------------------|------------------|------------------|-------|
| Period 3  | Annual Target | Q1:<br>(Oct-Dec) | Q2:<br>(Jan-Mar) | Q3:<br>(Apr-Jun) | Q4:<br>(Jul-Sep) | Total |
| (Oct. 2012 - Dec. 2013)   | 12            | 3                | 2                | -                | -                | 3     |

During this quarter budget hearings were organized in the municipalities of Kunduz, Mazar, Sar-e-Pul and Sheberghan. Service Delivery Advisory Groups continued to monitor sub-projects.

**TABLE 18: ANTI-CORRUPTION MECHANISMS**

| Municipality   | Citizen Forums | Budget Meetings / Hearings | Project-based Beneficiary Groups |
|----------------|----------------|----------------------------|----------------------------------|
| Aybak          | 1              | -                          | -                                |
| Faizabad       | 1              | -                          | -                                |
| Kunduz         | 1              | 1                          | -                                |
| Maymana        | 2              | -                          | -                                |
| Mazar-e-Sharif | 2              | 1                          | -                                |
| Sar-e-Pul      | 1              | 1                          | -                                |
| Sheberghan     | 1              | 1                          | -                                |
| Taloqan        | -              | -                          | -                                |
| <b>TOTAL</b>   | <b>9</b>       | <b>4</b>                   | <b>0</b>                         |



# **APPENDICES**

**Appendix A:** Glossary of Acronyms

**Appendix B:** Glossary of Terms and Phrases

**Appendix C:** Status of sub-projects

**Appendix D:** Success Stories

## **Appendix A:**

# **GLOSSARY OF ACRONYMS**

|              |  |
|--------------|--|
| CLIN         | Contract Line Item Number                                    |
| CO           | Contracting Officer  |
| COP          | Chief of Party   |
| COR          | Contracting Officer's Representative                         |
| DAI          | Development Alternatives, Incorporated                       |
| DoWA         | Department of Woman's Affairs                                |
| EA           | Embedded Advisor   |
| FAF          | Foreign Assistance Framework                                 |
| GDMA         | General Directorate of Municipal Affairs                     |
| GIRoA        | Government of the Islamic Republic of Afghanistan            |
| IDLG         | Independent Directorate of Local Governance                  |
| M&E          | Monitoring and Evaluation                                    |
| MoF          | Ministry of Finance  |
| MOU          | Memorandum of Understanding                                  |
| MTL          | Municipal Team Leader  |
| NGO          | Non-Governmental Organization                                |
| OAA          | Office of Administrative Affairs                             |
| PAAG         | Public Administration Advisory Group                         |
| PBB          | Performance Based Budgeting                                  |
| PBT          | Project-Based Training                                       |
| PIT          | Performance Indicator Table                                  |
| PRT          | Provincial Reconstruction Team                               |
| RAMP UP      | Regional Afghan Municipalities Program for Urban Populations |
| RC (E,W,N,S) | ISAF Regional Command (East, West, North, South)             |
| SDAG         | Service Delivery Advisory Group                              |
| SOP          | Standard Operating Procedures                                |
| SoW          | Scope of Work  |
| TA           | Technical Assistance   |
| TAMIS        | Technical Assistance Management Information System           |
| TOR          | Terms of Reference   |
| ToT          | Training of Trainers   |
| UN           | United Nations   |
| UNDP         | United Nations Development Program                           |
| USAID        | United States Agency for International Development           |
| USG          | United States Government                                     |

## Appendix B:

# Glossary of Terms

|                         |  |
|-------------------------|--|
| <i>Gozar</i>            | Neighborhood                                       |
| <i>Kalantar / Wakil</i> | Nahya or gozar representative                      |
| <i>Moustoufiat</i>      | Provincial-level branch of the Ministry of Finance |
| <i>Nahya</i>            | Municipal District                                 |
| <i>Qaryadars</i>        | Village leaders                                    |
| <i>Safayi</i>           | Service charge and property tax                    |
| <i>Tashkeel</i>         | Administrative structure of a GIROA entity         |
| <i>Zarang</i>           | Three-wheeled motorized vehicle                    |

## Appendix C:

# SUB-PROJECT STATUS

## SUSTAINABLE SERVICE DELIVERY IMPROVEMENT PROJECT STATUS

| Municipality   | Round   | Project Title                                 | Planned Start Date | Planned End Date | % Complete | Comments   |
|----------------|---------|---|--------------------|------------------|------------|--|
| Aybak          | R1      | Aybak Park Renovation                         | 28-Oct-11          | 10-Jan-12        | 100%       | CLOSED   |
| Aybak          | R2      | Public Latrines Construction & Rehabilitation | 8-Aug-12           | 7-Feb-13         | 100%       | Final payment is in process and move to close out.   |
| Aybak          | R3      | Family Park Construction                      | 1-Apr-13           | 1-Jul-13         | 0%         | Preconstruction Meeting held on March 27 and NTP issued for April 01.  |
| Aybak          | R4      | Mini-Football Field Construction              |                    |                  | 0%         | Project at BAFO stage and may require additional cost.   |
| Aybak          | R5      | Bus Terminal Construction                     |                    |                  | 0%         | Concept developed and under review.  |
| Mazar-e-Sharif | R1      | Trash Collection                              | 26-Jan-12          | 25-Apr-12        | 100%       | CLOSED   |
| Mazar-e-Sharif | R2      | Trash Collection                              | 13-Oct-12          | 12-Jan-13        | 100%       | Invoice #3 in process.   |
| Mazar-e-Sharif | R3      | Bukhdi Park Reconstruction (D8)               |                    |                  | 0%         | Received vetting approval 14 March. Finalizing Neg Memo.   |
| Mazar-e-Sharif | R4      | "I" Park Construction (D6)                    |                    |                  | 0%         | COR approved Proposal March 9. Bid Opening & Evaluation planned April 03-04.   |
| Mazar-e-Sharif | R5      | Karti Khurasan Park Construction (D7)         |                    |                  | 0%         | Concept developed and under review.  |
| Maymana        | R1      | Women's Park Improvement                      | 22-May-12          | 7-Aug-12         | 100%       | CLOSED   |
|                | R2      | Public Latrines Construction                  | 8-Aug-12           | 20-Nov-12        | 100%       | Release of 10% retention for the public latrine is in process.   |
|                | R3      | Wheat & Flour Market Improvement              | 5-Mar-13           | 5-Jun-13         | 1%         | Contractor working on the base course under foundation, PCC under foundation and foundation reinforcement.   |
|                | R4      | Fruit & Vegetable Market Construction         |                    |                  | 0%         | COR approved Proposal March 18. Bid Opening & Evaluation March 31.   |
|                | R5      | Grain Market Improvement                      |                    |                  | 0%         | Concept developed and under review.  |
| Sar-e-Pul      | R1      | Public Park improvement                       | 25-Jan-12          | 25-Mar-12        | 100%       | CLOSED   |
| Sar-e-Pul      | R2      | City Market Improvement                       | 8-Aug-12           | 30-Apr-13        | 100%       | Contractor is working on additional works.   |
| Sar-e-Pul      | R3      | Trash Collection                              |                    |                  | 0%         | PO assessed the sample trash containers March 28.  |
| Sar-e-Pul      | R4      | Mini-Football Field Construction              |                    |                  | 0%         | Bid Opening & Evaluation conducted March 27-28.  |
| Taloqan        | R1      | Trash Collection                              | 1-Feb-12           | 1-May-12         | 100%       | CLOSED   |
| Taloqan        | R2      | City Park Improvement                         | 8-Aug-12           | 15-Dec-12        | 100%       | Sub contractor rectified the punch list defects and 10% retention payment is under process.  |
| Taloqan        | R3      | Parking Lot Construction & Park Improvement   | 5-Mar-13           | 5-Jun-13         | 5%         | Subcontractor is working on the site leveling of parking lot area. Excavation of parking lot pad and ditch completed. Stonemasonry under the ring beam is ongoing. |
| Taloqan        | R4      | Children's Park Construction                  |                    |                  | 0%         | Bid Opening & Evaluation conducted on 12-13 March.   |
| Kunduz         | R1      | Trash Collection                              |                    |                  | 100%       | CLOSED   |
|                | R2      | City Park Improvement                         | 10-Aug-12          | 15-Feb-13        | 100%       | Warranty period end date is 01 April.  |
|                | R3      | Drainage Rehabilitation                       | 1-Apr-13           | 1-Jul-13         | 0%         | Preconstruction Meeting held on March 27 and NTP issued for April 01.  |
|                | R4 / R5 | Sports Stadium Improvement                    |                    |                  | 0%         | Round 4 and Round 5 Projects to be   |



|              |    |  |           |           |      |  |
|--------------|----|--|-----------|-----------|------|--|
|              |    |  |           |           |      | combined.  |
| Faizabad     | R1 | Trash Collection                                   | 1-Feb-12  | 7-Jun-12  | 100% | CLOSED   |
| Faizabad     | R2 | Latrines Construction                              | 2-Oct-12  | 28-Feb-13 | 100% | Invoice #3 in process. Warranty end date 30 April.                                       |
| Faizabad     | R2 | Water Well Construction                            | 18-Nov-12 | 15-Feb-13 | 100% | Meeting to be scheduled with contractor.   |
| Faizabad     | R3 | Park Improvement & Parking Lot                     | 5-Mar-13  | 5-Jun-13  | 4%   | Stonemasonry wall in progress.   |
| Faizabad     | R3 | Water Well Construction                            |           |           | 0%   | Bidding process.   |
| Faizabad     | R4 | Park Construction (D1)                             |           |           | 0%   | Proposal in approvals process.   |
| Pul-e-Khumri | R1 | Trash Collection                                   | 12-Feb-12 | 24-May-12 | 100% | CLOSED   |
|              | R2 | Family Park Construction                           | 1-Oct-12  | 10-May-13 | 58%  | Contractor's time extended due to delay in municipal contribution. Payment #2 paid.      |
|              | R3 | Public Latrine Construction                        | 1-Apr-13  | 1-Jul-13  | 0%   | Preconstruction Meeting held on March 27 and NTP issued for April 01.                    |
|              | R4 | Sports Stadium Improvement                         |           |           | 0%   | Bid Opening & Evaluation conducted on 10-11 March.                                       |
|              | R5 | Grain Market Improvement                           |           |           | 0%   | Concept developed and under review.  |
| Sheberghan   | R1 | Trash Bin  | 30-Jan-12 | 10-Mar-12 | 100% | CLOSED   |
|              | R2 | Public Latrines Construction                       | 8-Aug-12  | 30-Nov-12 | 100% | 10% retention paid and moving to closeout.   |
|              | R3 | Bukhdi Park Improvement & Sports Area Construction | 5-Mar-13  | 5-Jun-13  | 3%   | Municipal requested changes on project site. PO is working on work change order request. |
|              | R4 | Bus Terminal Construction                          |           |           | 0%   | Proposal in TAMIS approval process. Bid Opening & Evaluation conducted on March 24-25.   |
|              | F5 | Bukhdi Park Improvement (Phase II)                 |           |           | 0%   | Concept under review.  |
| Aqcha        | R1 | Trash Collection                                   |           |           | 0%   | Concept under review.  |
| Andkhoy      | R1 | Bus Terminal Construction                          |           |           | 0%   | Concept under review.  |
| Khulm        | R1 | Bus Terminal Construction                          |           |           | 0%   | Concept under review.  |

## Appendix D: Success Stories



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# Public Budget Hearings Support Transparent Governance

**Nine Northern provincial municipalities, independently hold Public Budget Hearings between November 2012 and January 2013.**



***Mazar-e-Sharif Mayor answers journalists' questions during the Public Budget Hearing January 12, 2013.***

For the first time in the modern history municipal government, municipal officials in nine Northern provinces independently held Public Budget Hearings. Last year the USAID-funded Regional Afghan Municipalities Program for Urban Populations – Regional Command North (RAMP UP North) helped to facilitate the first ever Public Budget Hearings. However, this year, municipal officials held the events with only preparation support from RAMP UP North.

Between November 26, 2012 and January 12, 2013, nine provincial municipalities (Aybak, Faizabad, Kunduz, Maymana, Mazar-e-Sharif, Pul-e-Khumri, Sar-e-Pul, Sheberghan and Taloqan) held Public Budget Hearings.

Mazar-e-Sharif's municipal Public Budget Hearing was held January 12, 2013, and drew more than 300 citizens including 30 women. After welcome speeches and an introduction to the budget review process, participants were divided into 10 groups based on which of the 10 Districts they live. They reviewed and discussed the budget and items such as the Proposed Project List (PPL) and previous and upcoming year revenue and expenditures issues.

A key difference between this year's Public Budget Hearing and last, was the presentation of details relevant to proposed development projects (or PPLs). This year, Mazar-e-Sharif's proposed budget included a development project that aims to asphalt 25 km of roads in Mazar-e-Sharif City. While discussing the projects, participants prioritized roads in their District and suggested that each 2.5 Km of roads be asphalted in each District.

"The purpose of such meetings is to illustrate the value of citizen's ideas and comments on the annual budget - where it would be spent and what are the priorities," said Shamaial Sowaida, a citizen from Mazar-e-Sharif's District 8. "Each group reviewed the Proposed Project List so development projects could be prioritized based on what people really need to access. Things like streets, trash bins or culverts."

Public Budget Hearings help municipalities garner public support and input on proposed municipal budgets. Based on feedback received during the meeting, each municipality finalized their budget and submitted it to their Governor's Office for review and signature. Once the Governor's Office approved the budget, it was submitted to the General Directorate -of Municipal Affairs' (GDMA) / Independent Directorate - of Local Governance's (IDLG's).

"Municipality is exercising democratic governance by leading such an open and transparent public hearing meeting," said Afzal Haddid, Head of the Balkh Provincial Council. "Officials need to share the revenue, budget and expenditures of the municipality for the citizens",

Mazar-e-Sharif was the first northern, provincial municipality to submit their Governor-approved budget to GDMA/IDLG on January 20, 2013. The remaining eight were submitted by February 10, 2013. After reviewing the budget, GDMA/IDLG will submit it to President Karzai's Office for final approval.

The Municipal Budget Committee, made up of managers from the Construction, Revenue and Account Departments as well as representatives from the Mayor's Office, organized the hearing. They will organize a second Public Budget Hearing once the final approved budget is received.

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## PHOTO & CAPTION

### Learning by Doing



**Haji Mohammad Anwar, Head of Pul-e-Khumri's SDAG, participates in the Regional Project Management Workshop.**

Municipal Officials and Service Delivery Advisory Group members from nine northern municipalities attended a regional Project Management Workshop held by Regional Afghan Municipalities Program for Urban Populations (RAMP UP North).

The workshop was held to enhance the capacity of municipal officials to develop documentation and to manage the fifth round of sustainable service delivery improvement projects. RAMP UP North is using the projects as a practical platform for the delivery of iterative, project-based functional training related to key municipal functions and responsibilities, such as project management, procurement, budget preparation and revenue generation.

Participants received theoretical training on six key concepts of project management including how to develop project documents. After the theoretical training, participants worked in small, groups by municipality, to develop the following project documents: Concept Note; Service Delivery Improvement Plan (SDIP); Monitoring Plan; Operation and Maintenance (O&M) Plan; and Communication Plan. By the end of the training, all nine municipalities had completed their Concept Note document and shared it with RAMP UP North.

"Most trainings are like writing on ice and placing it in the sun," said Mohammad Farid, Head of District 1, Pul-e-Khumri. He stated that RAMP UP North trainings are different because they are not only practical and project-based, but are also followed-up by additional support and capacity building by advisors at the municipal level.

"RAMP UP North staff work in capacity building of municipalities as someone who works to build his own house," Farid said.

RAMP UP North Advisors, embedded in each municipality, are working with municipal staff and SDAG members to finalize and revert the project Concept Note and other project documentation, to the RAMP UP North Regional Office for review. Once the concept is approved, municipal officials

More than 65 participants attended the four-day workshop held February 18-21, 2013 at the Emperatory Baran Hotel in Mazar-e-Sharif. Participants came from six provincial municipalities (Aybak, Kunduz, Maymana, Mazar-e-Sharif, Pul-e-Khumri, and Sheberghan), and three district municipalities (Andkhy, Aqcha and Khulm).

RAMP UP North is working to create effective, responsive, democratic, transparent and accountable municipal governance. As a result of the program, Afghans citizens are receiving better services, have a better understanding of the responsibilities of municipal leaders, play an active role in the municipal decision-making process and are increasingly seeing local governance structures as legitimate.